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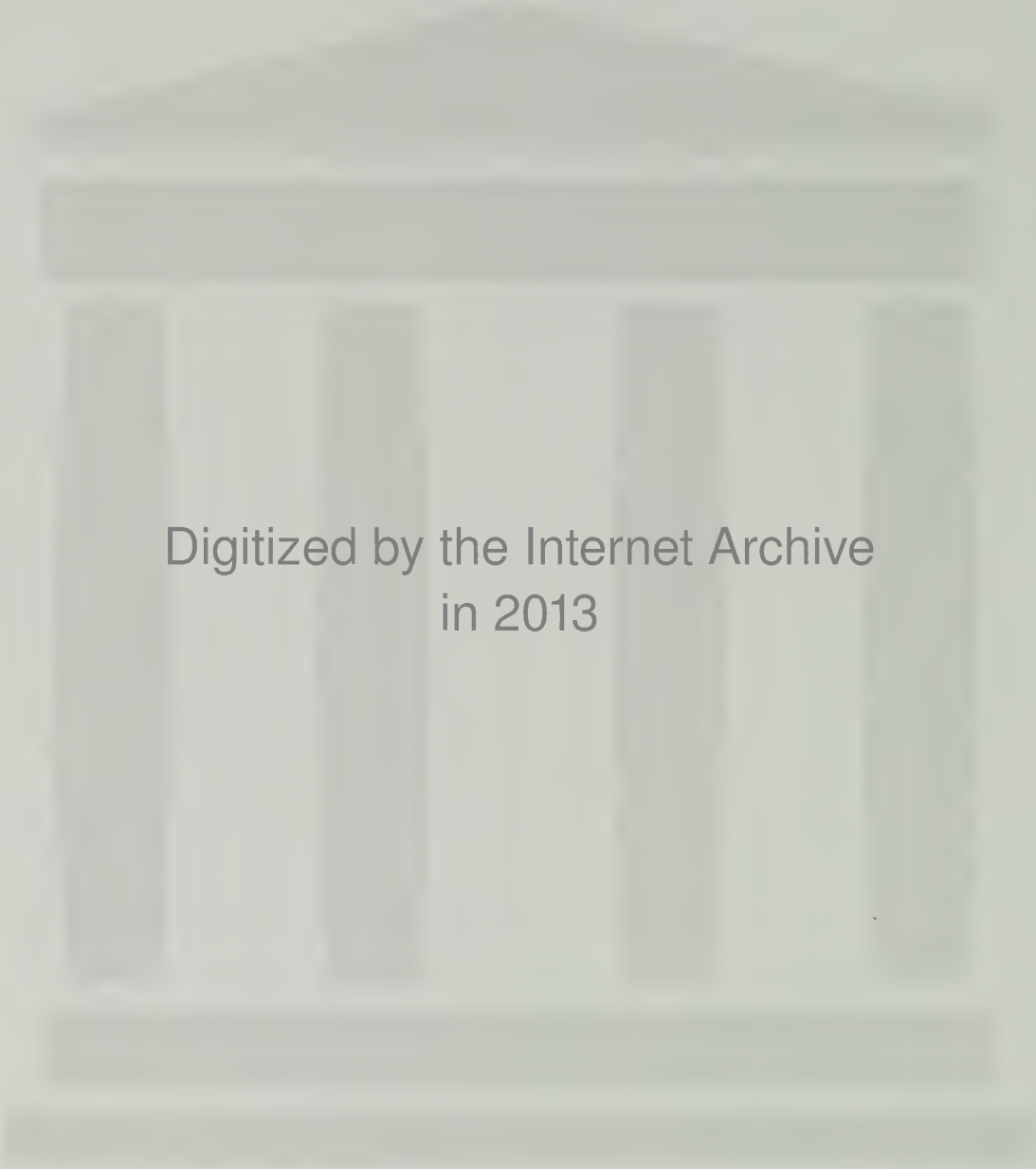
2001

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ANNUAL REPORT



TOWN OF ANDOVER

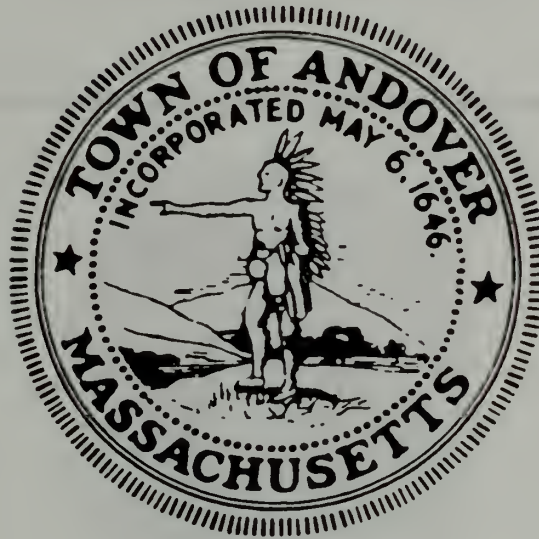


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TOWN OF ANDOVER

2001 ANNUAL REPORT



PREPARED BY THE TOWN MANAGER
PURSUANT TO THE PROVISIONS OF CHAPTER 40,
SECTION 49 OF THE GENERAL LAWS OF THE
COMMONWEALTH OF MASSACHUSETTS AND
ARTICLE II, SECTION 4 OF THE GENERAL BY-LAWS OF
THE TOWN OF ANDOVER

COVER PHOTO OF "UNCLE SAM" TAKEN AT THE HOME OF
ANDOVER RESIDENT EVELYN J. DARBY,
A SENIOR VOLUNTEER IN CENTRAL PURCHASING AT THE TOWN OFFICES

DEDICATED TO THE MEMORY OF

MARY N. FRENCH

LOVING WIFE, MOTHER, DAUGHTER

COMMITTED SCHOOL ADMINISTRATOR, OUTDOORSWOMAN,

AND COMMUNITY LEADER

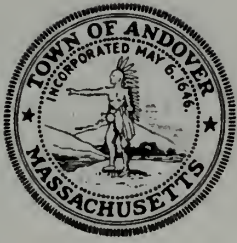


1933 – 2001

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TOWN OF ANDOVER

MASSACHUSETTS

Town Offices
36 Bartlet Street
Andover, MA 01810
(978) 623-8200
www.town.andover.ma.us

Dear Andover Citizens:

Over the past year, the residents of Andover have certainly dealt with many different local issues. We have also faced some difficult personal times as a nation as we continue to deal with such things as our changing economy and the on-going war on terrorism.

The Annual Town Election was held in March, 2001. John P. Hess was re-elected to the Board along with newcomer Raymond E. Hender who replaced out-going member Lori A. Becker. I thank Lori for her service to the Town.

As Selectmen we set the policy agenda, however, the voters make the final decisions at Town Meeting and at the polls. As residents, you ultimately decide how you want Andover to be today and in the future.

We continue to see exciting public and private projects developing. The Town sewer project is well underway connecting a greater number of residents to the Town's sewer system. The Andover Youth Foundation's on-going efforts to build a center for Andover's youth continues. At the 2001 Annual Town Meeting, the voters authorized the Selectmen to set aside a piece of land in West Andover for that project. The Public Safety Center is starting to take shape as it gives downtown Andover an added new look. The Police and Fire Departments will soon have a new place to call home as they provide quality public safety to our residents. The building of two new schools in West Andover also continues with much excitement and anticipation by current and future students, their parents, teachers and school officials.

The foundation for these projects was laid over the past years by our citizens who voted from the heart and by many who were tireless advocates of issues they strongly believed in. It is up to *today's* residents, however, to continue to address their own concerns to the current Town government. We welcome your ideas and vision on how you would like to shape Andover for the future. This is why it is important for all residents to be involved in the community whether it be as a volunteer or a voter at the Annual Town Meeting or at an election.

There are many important issues facing us in the days ahead including the Community Preservation Act, the budget override proposal and many proposed zoning changes. It is important that you attend the Annual Town Meeting that will begin on April 22nd at the Andover High School Field House to learn more about and vote on these and the many other current Town issues on the Warrant.

Local issues are not all that the Board has dealt with over the past year. Unfortunately, we have also faced some terrible losses during this time. One that we will never forget is the horrible terrorist attack against our country on September 11, 2001. This affected many of us directly with the loss of people who were Andover residents as well as many who were friends and relatives of residents. These victims will never be forgotten.

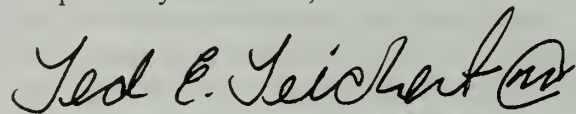
The Board of Selectman faced a tremendous loss of its own in September when Chairman Mary N. French died unexpectedly. Mary provided many years of service to the Town in several capacities. I feel that this letter should be coming from her so I am dedicating my letter in her memory. Thank you Mary – your presence on the Board is missed very much. I know you will be listening to us during our many meetings to come.

As a result of Mary's passing, the Board needed to fill the vacancy until the next Annual Town Election in March, 2002. We had a terrific pool of talent to choose from, however, we could only pick one. It was with great pleasure that we welcomed Mary K. Lyman to the Board.

Andover is made up of many people who provide a substantial amount of time and energy to make our Town a better place in which to live and work. We are blessed with many dedicated Town employees and thank them for their commitment to their jobs. We are also blessed with many diverse residents and appreciate their volunteerism to the Town's committees and boards. Thank you to all!

As the Chairman of the Andover Board of Selectmen, along with Past Chairman Mary N. French, I submit this letter for the 2001 Annual Report.

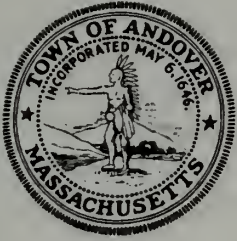
Respectfully submitted,

A handwritten signature in cursive script that reads "Ted E. Teichert".

Ted E. Teichert, Chairman
Andover Board of Selectmen

*VISION STATEMENT OF THE
ANDOVER BOARD OF SELECTMEN*

*The Town of Andover, more than a place to live, is a way of life.
Its legacy of democracy shall be preserved.
Each citizen should experience the treasure of nature, history,
individual respect, neighborhood and learning.
As resources and energy allow, each of these gifts from the past
will be enriched in the present for those yet to be.*



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To the Honorable Board of Selectmen and Citizens of the Town of Andover:

September of 2001 is the month in which two tragic events disturbed the normal course of our daily lives in Andover. September 11th will be remembered as the day America was violently attacked by terrorists. Almost 4,000 innocent people were killed in New York City, The Pentagon and Shanksville, Pennsylvania. Many of those killed had local connections in our community.

September 24th will be remembered as the day Chairman of the Board of Selectmen Mary N. French died unexpectedly while chairing a Board meeting in the Town Offices. Mary was in the third year of her first three-year term as a Selectman. She was a passionate advocate for the environment, open space acquisition, affordable housing and education. Mary lived her 68 years to the fullest, always giving her best and she challenged us to do the same. Thank you Mary!

The 2002 Annual Town Election added Raymond E. Hender to the Board. He replaced six-year Selectman Lori A. Becker who chose not to seek another term. John P. Hess was re-elected to his third term on the Board. In a Special Election, the Selectmen chose Mary K. Lyman to serve the remaining term of Mary N. French.

The 2001 Annual Town Meeting had only forty-four warrant articles – the smallest agenda in years. At the meeting, the voters approved the re-codification of the Zoning Bylaw. This did not make substantive changes to the regulations but it did rectify numerous inconsistencies within the old bylaw. The Town received the approval to purchase 46.6 acres of land owned by Reichhold Chemical, Inc. along the banks of the Shawsheen River for \$3.6M. This acquisition will provide the Town with over a mile of river frontage, land for both active and passive recreation and a warehouse for municipal storage. At this meeting, the voters also rejected several warrant articles. The request to provide \$2.0M to fund the Will Hall Senior Center was denied because the voters felt it was not appropriate to invest in a facility that would ultimately not be owned by Andover. The Town and youth sports advocates brought forth an article to appropriate \$1.1M to construct three playfields and other improvements to the Essex Sand and Gravel Pit. A two-thirds vote was needed for approval but, unfortunately, it couldn't be achieved.

The voters did approve a budget of nearly \$103M for FY-2002. This is the first time the Town budget topped \$100M!

In 2001, the Town was engaged in over \$70M of capital construction. A new elementary and middle school designed for 1,050 students was under construction on 37 acres of land at Cross Street and High Plain Road. The contractor made good progress all year despite starting during a difficult Winter. The new Public Safety Center was also under construction, but the progress was slow due to the contractor's problems with site work, steel erection and insufficient manpower.

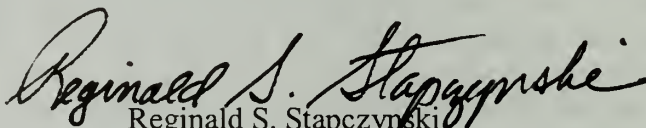
The Town's \$28M multi-year sewer project started with the South Main Street/Ballardvale Road phase. The Shawsheen River Interceptor sewer was begun to add capacity along North Main Street. The Forest Hill Drive/Cross Street sewer was installed to serve the needs of the new schools at Cross Street and High Plain Road. When the project is completed, forty miles of main line sewer will be installed and 1,600 households will be served.

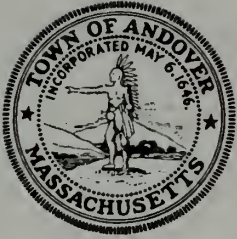
During the year, the Strategic Planning Task Force made up of representatives of the Board of Selectmen, School Committee, Finance Committee and Planning Board along with staff engaged in a four-day intensive program to learn and practice "Win-Win Negotiating Skills". Dr. Magid Mazen, an Andover resident, put us through a rigorous set of exercises to develop our ability to negotiate without being defensive. This training served us well as we wrestled with the budget problems facing the Town. The Strategic Planning Task Force focused most of the year on our immediate financial forecasts. The Task Force was effective in reaching a consensus on the revenue projects and Town-School budget allocations for FY-2003. This budget work left little time for real strategic planning. As a result, we initiated the "Vision 21" Committee. This is a group of eighteen citizens charged with developing a community-wide process to identify our core values, weave those values into a 20-year vision and recommend strategies for achieving the vision.

At the Annual Town Meeting, the first Virginia Cole Community Service Award was presented posthumously to Virginia Cole. Her family was on hand to receive the award. This award was created to honor Andoverites who selflessly serve the community in an extraordinary way and set an example of volunteerism for others to follow.

The events of September made us understand how fragile the gift of life is and how much we cherish our freedoms. Patriotism is at an all-time peak as we realize that our way of life and our country are under attack. We must stand united as a Nation, a Commonwealth and a Town. God Bless America!

Respectfully submitted,


Reginald S. Stapczynski
Town Manager



TOWN OF ANDOVER

MASSACHUSETTS

MEMORANDUM

Town Offices
36 Bartlet Street
Andover, MA 01810
(978) 623-8200
www.town.andover.ma.us

TO: Board of Selectmen
FROM: Reginald S. Stapczynski, Town Manager
SUBJ: 2001 Accomplishments
DATE: December 31, 2001

This memo highlights some of the major accomplishments of each department for calendar year 2001. The items described represent a sampling of what we consider to be the most significant events or achievements of the year.

TOWN MANAGER/ BOARD OF SELECTMEN

- Mary N. French, Chairman of the Board of Selectmen, died unexpectedly at a Selectmen's meeting on September 24, 2001. Mary was in her third year on the Board and had served the schools for 29 years. In October, the Selectmen elected Mary K. Lyman to fill this untimely vacancy.
- At the Annual Town Election, Raymond E. Hender was elected to the Board. He replaced Lori Becker who did not run for re-election. John P. Hess was re-elected for this third term.
- Steven B. Bucuzzo was appointed as the Town's new Assistant Town Manager. He brings a wide variety of professional experience to this position.
- Two Student Interns worked in the office. Brett Wise from Southern Illinois University and Orlando Pacheco from the University of New Hampshire. Both have moved on to professional positions in local government.

FINANCE AND BUDGET

- Moody's Investors Service reaffirmed the Town's Aaa rating and \$19,208,000 was borrowed for municipal projects at an interest rate of 4.34%.
- Provided Safe Driver Awareness Program to Police and Fire personnel.
- Completed valuation update of properties (new growth increased from \$2,056,610 to \$2,740,476).

TOWN CLERK

- Redistricted the Town from eight to nine precincts.
- Microfilmed Board of Selectmen minutes from 1873 to 2000.
- Implemented a new revenue producing service for accepting and processing applications for new U.S. passports.

VETERANS SERVICES

- Organized and conducted formal Patriotic/Civic observances for seven (7) holidays and significant occasions.

COMMUNITY DEVELOPMENT & PLANNING

Planning Division

- Open Space and Recreation Plan approved by the Executive Office of Environmental Affairs and Executive Order 418 Housing Certification awarded by the Department of Housing and Community Development.
- Completion of the 25% plans for the \$2.5 million Main Street Improvement Project.
- Completed recodification of the Zoning By-Law approved at the Annual Town Meeting.

Building Division

- The Zoning Board of Appeals processed four Comprehensive Permit applications – Wild Rose Estates, Avalon Bay Development, Ballardvale Crossing and Coachman's Ridge which when completed will increase available housing units in Town by approximately 295 units with 25% being "affordable".
- Completion of several big projects: two extended-stay hotels – Springhill Suites and Residence Inn which increased the available hotel suites by 257 units and two parking garages – at Wyeth Biopharma – Genetics Institute and Brickstone Properties which were the first two in Town with special benefits of lessened need for paving, substantial increase in available parking spaces and easier access to the businesses.
- Start of the multi-million dollar construction of the additions and alterations to the Greater Lawrence Vocational Technical High School which will provide state-of-the-art educational opportunities to students.

Health Division

- Designed and implemented a West Nile Virus prevention program including the establishment of a Citizens Advisory Committee and operation of the Northeast Massachusetts Mosquito Control District prevention program.
- Eliminated smoking in restaurant bar areas.
- Prescribed bioterrorism threat response protocol for Fire and Police Departments, Health Division and mailroom management.

Conservation Division

- Accepted the gift of 1.35 acres of land at 37 R Chester Street for conservation purposes.
- Completed Phase One of a program to visually identify the location of the various parcels of land under the control and custody of the Conservation Commission, approximately 80 sign posts were installed and a new signage system begun.
- Dedicated the Mary N. French Reservation and hiking trail along the Skug River.

COMMUNITY SERVICES

- A much-requested Summer Program was implemented for middle school students. Ultimate Drop-In was based on the successful playground program held at the elementary schools. The program, based at the high school, offered participants the social aspects of middle school activities while having access to the tennis courts, skate park and field complex for active recreation.
- The National Football League, in-conjunction with the National Park and Recreation Association, awarded Community Services with a \$1,000 grant to sponsor football programs.

YOUTH SERVICES

- Hired a new Program Coordinator – now three full-time AYS employees are on board.
- An inline hockey rink was constructed at Rec Park.
- Collaborated with a new community organization, Friends of Andover Girls Hockey, which resulted in the first ever AHS Girls Hockey Team.

- The AYS program enrollment and participation continued to grow in 2001. AYS served 3,500 young people through programs such as: Ultimate Frisbee, skateboard park, contests and demonstrations, numerous concerts, youth lacrosse, AYS summer program, outreach, crisis intervention, educational and mentoring components, after school and vacation programs, snowboard club, special events (Keep It Wild Fashion Show), etc.

ELDER SERVICES

- Merrimack College Sociology of Aging course now requires formal interaction with older adults from the Andover Senior Center. This is a formal “exchange” learning program in which college students and elders learn together in the college classroom and at the Senior Center.
- Wellness Center: Staff was trained in the Stanford University program “Managing Chronic Conditions” which will be offered for the first time at the Senior Center in 2002 and will be incorporated into the Senior Center Wellness Program.
- Evening and Weekend Programming: Staff joined the Senior Center team of professionals to meet the long-standing goals of combating isolation and depression; creating more opportunities to participate in the award-winning programs and services of the Center and reducing wait lists.

PLANTS & FACILITIES

- Construction is in process for the new Middle and Elementary Schools at Cross Street and High Plain Road and the new Public Safety Center. Occupancy is scheduled for 2002 for the schools and Phase I (Police Station) of the Public Safety Center.
- Tree City USA Award status received for the second consecutive year.
- Phase I HVAC and room renovations to Memorial Hall Library were completed.
- Numerous Town & School capital projects were completed such as:
 - ~ Constructed an addition to the vehicle maintenance building at the Town Yard.
 - ~ Installed new 100 KW emergency generator and electrical power system at the West Elementary School.
 - ~ Installed two new boilers at the Shawsheen School including asbestos remediation in the boiler room.

- ~ Energy study completed with Massachusetts Electric which identified \$50,000 in school energy saving projects. Massachusetts Electric gave the Town \$5,750 in energy rebates.

POLICE DEPARTMENT

- The Department procured \$166,124 in state and federal grants. These grants supplement the Community Policing initiatives and allow us to maintain other informative and educational programs for the community such as the New Horizons Collaborative which serves the youth living at Memorial Circle.
- The Detective Division seized over \$21,000 and eight motor vehicles related to drug trafficking arrests. A new Tip Hot-Line has been installed. Overall, the Detective Division has been involved in 201 arrests.

FIRE DEPARTMENT

- Andover experienced a very good fire safety year again this year. There was no loss of life to fire and civilian injuries were kept to a minimum. As in the past, a very aggressive fire prevention program, coupled with our strong training program, are the main factors contributing to this success.
- Following the events of September 11th, the Department, in conjunction with the Police Department and Health Division, reviewed the procedures governing large-scale emergencies within the Town. As the initial threats turned into a large number of Anthrax scares, the focus turned to that area.
- Deputy Hartman was awarded the Lawrence Exchange Club's Andover Firefighter-of-the-Year award for his outstanding work with the FEMA Search and Rescue Team in New York City after the terrorist attacks on September 11th.
- Due to the continuing construction activities in West Andover, an ambulance has been permanently stationed at the West Andover Fire Station. This ambulance provides a quicker and more effective EMS response to the West Andover area.

DEPARTMENT OF PUBLIC WORKS

Engineering Division

- On Brookfield Road, Rock Ridge Road, Fox Hill Road and Woodcliff Road, 4188 feet of new water mains and services were designed and installed at a cost of \$ 313,415.

- Existing sidewalks were reconstructed at a cost of \$364,752 on River Street (Andover Street to # 57), Tewksbury Street (Center Street to Oak Street), North Main Street (Shawsheen Square to Windsor Street), Poor Street (Shawsheen Square to Windsor Street), and Haverhill Street (North Main Street to York Street). Survey work was also performed for future sidewalk reconstruction on Walnut Avenue and School Street (Central Street to South Main Street).
- New sidewalks were constructed on High Plain Road (Beacon Street West Elementary School exit) at a cost of \$83,600. Survey, design, land-taking and bid preparation work for a new sidewalk on Chestnut Street (Upland Road to Highland Road) was completed and construction work will commence in the Spring 2002.
- Work was performed for betterments, easement acquisitions, design review, utility markouts, construction inspection and complaint resolution with the town's consultant during design and construction of the sewer extensions for the South Main Street/Ballardvale Road Area, Rogers Brook Area and the Cross Street/Forest Hill Drive Area.
- Final reconstruction work on the River Street Bridge was completed in the Spring 2001.
- Work was completed to estimate, quantify and prepare documents for the reconstruction and resurfacing of eleven Town roads, fully or partially, totaling 4.1 miles in length.
- Staff reviewed preliminary and final checksheets for the implementation of the townwide Geographic Information Mapping System (GIS).

Highway Division

- During the Winter of 2000-2001, a total of 85 inches of snow fell in Andover. In March alone, the Town was hit with 41 inches of those 85 inches of snow!
- Paved Lowell Street, Beacon Street, Frye Circle, Tessier Drive, Burnham Road, Dufton Road, North Street, Chandler Road and Gavin Circle and installed over 10,000 linear feet of bituminous curbing at various locations.
- Rebuilt approximately 4,000 square yards of sidewalks along Lowell Street, School Street, Chestnut Street, Main Street, High Street and Essex Street and built or re-built thirty handicap sidewalk ramps throughout Town.
- Constructed two new salt storage sheds at the Town Yard.

Water Treatment Division

- Processed 2.377 billion gallons of water meeting all federal and state regulations.

- Received the First Place Award for the 2001 Water Quality Report for excellence in communication under the Safe Drinking Water Act judged on value to the Andover consumer, innovation, content and form.
- Plant Superintendent, John Pollano, was named "Treatment Plant Operator of the Year" for operating the number one plant of its size in all of New England.
- Completed the Town's "Drought Management Plan" which defines the conditions under which a drought-induced water supply shortage or emergency exists and specifies the actions to be taken.
- Completed an "Emergency Response Plan" that enables the division, in conjunction with local and state personnel, to respond to disruption in the ability to supply safe drinking water to the public.
- Completed the Fish Brook Water Pump Station, Phase One and completed the Bridle Path Sewer Pumping Station.

Water and Sewer Division

- In the Spring, the much-awaited sewer project began in the South Main Street/Ballardvale Road area and Forest Hill Drive/Cross Street area. The Shawsheen Sewer Inceptor Project was also started in the Fall.
- The exterior of the steel water storage tanks at Prospect Hill and Wood Hill have been painted, cleaned and disinfected and inspections were performed to the interior of both tanks.
- 3300 LF of existing 8" cast iron water main on South Main Street has been cleaned and lined. New gate valves, hydrant branches and hydrants were also installed.
- Hand-held meter reading computers have been purchased, transfer files have been completed and tested.
- Approximately 450 existing hydrants have been fully inspected, serviced and flagged and the entire system has been surveyed for cross connections.

Solid Waste Division

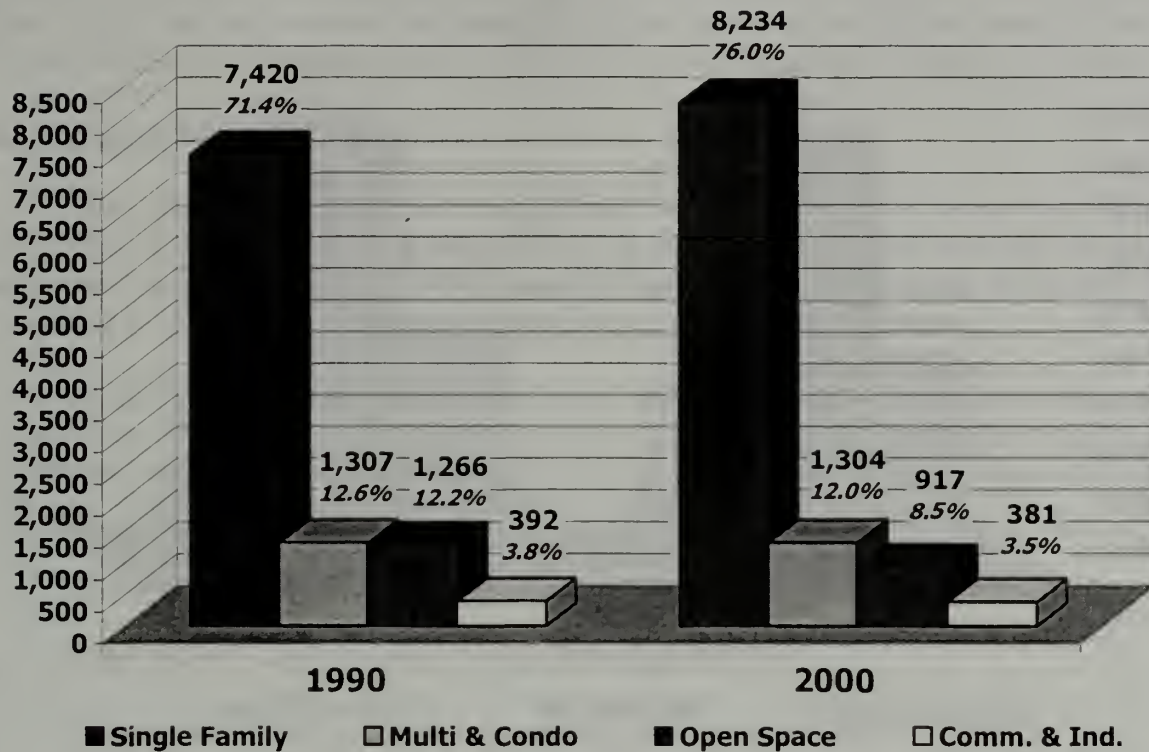
- The increase in recycling tonnage from FY-00 to FY-01 was 221.65 tons, which is an increase of 7.10%. The increase was due in large part to the expansion of the curbside program to include plastics #1 & #2 and aluminum and corrugated containers. Residential refuse for FY-01 increased 377.35 tons over FY-00 which is an increase of 3%.

- The Town qualified for \$20,955 in MRIP Grant funds due to the expanded curbside program and received a \$4,500 Equipment Grant from DEP to purchase additional curbside recycling bins.

MEMORIAL HALL LIBRARY

- Renovations were completed with an expanded Children's Library, new Activity Room, new Young Adult area for middle and high school students, new browsing area for CDs, a new Quiet Study Room on the Upper Level and Phase I of an HVAC system improvement project.
- The Library's Home Page won the top prize at the Massachusetts Library Association conference last spring.
- The Library offers 24/7 Reference Service that allows library patrons to ask questions any time of day or night and get a response from a "live" librarian.
- The Library has upgraded its automated catalog allowing patrons to renew their materials and place reserves online as well as bring up what they have already have checked out.
- The Director negotiated a two-year contract to continue serving as the Northeast Massachusetts Regional Library System's Reference Center.

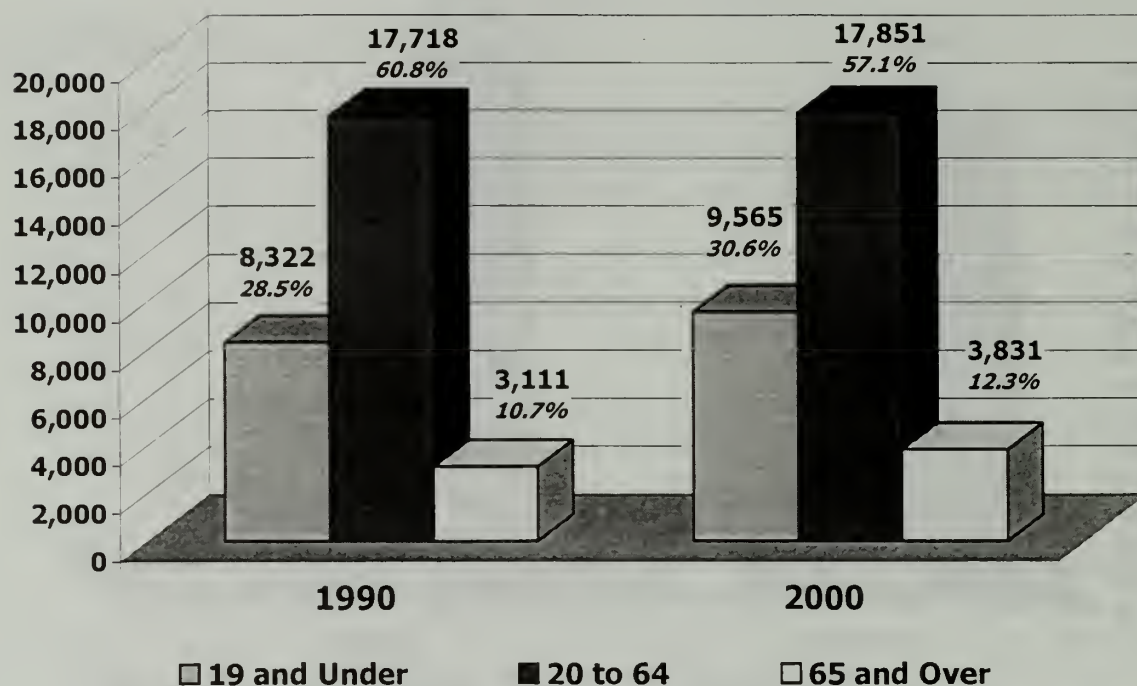
ANDOVER GROWTH STATS (Parcels)



Parcel Type	1990	% of Total	2000	% of Total	10 Yr Diff #	10 Yr Diff %
Single Family	7,420	71.4%	8,234	76.0%	814	11.0%
Multi & Condo	1,307	12.6%	1,304	12.0%	-3	-0.2%
Open Space	1,266	12.2%	917	8.5%	-349	-27.6%
Comm. & Ind.	392	3.8%	381	3.5%	-11	-2.8%
	10,385	100.0%	10,836	100.0%	451	4.3%

Source: Massachusetts Department of Revenue

ANDOVER GROWTH STATS (Population)



<u>Age Group</u>	<u>1990</u>	<u>% of Total</u>	<u>2000</u>	<u>% of Total</u>	<u>10 Yr Diff #</u>	<u>10 Yr Diff %</u>
19 and Under	8,322	28.5%	9,565	30.6%	1,243	14.9%
20 to 64	17,718	60.8%	17,851	57.1%	133	0.8%
65 and Over	3,111	10.7%	3,831	12.3%	720	23.1%
	29,151	100.0%	31,247	100.0%	2,096	7.2%

Source: U.S. Census Bureau

FINANCE & BUDGET DEPARTMENT

The mission of the Finance Department is to build and reinforce confidence in Town financial management by managing and planning all financial functions in an efficient, cost effective and responsive manner, and, through a collaboration of team efforts, provide departments and the public with the necessary information to assure accuracy, accountability and justification.

FINANCE ADMINISTRATION

The Town Manager's Recommended Fiscal Year 2002 Budget was released on February 2, 2001. During the months of February, March and April, meetings were held with the Board of Selectmen, Finance Committee and Department/Division Heads to review the budget and warrant article requests and prepare recommendations for the Annual Town Meeting.

In April, the Finance Committee Report was mailed to over 11,300 households. The Annual Town Meeting began on April 23, 2001 and the Fiscal Year 2002 operating budget (Article 4) was adopted in the amount of \$97,138,599. This budget was an increase of 5.4% from the Fiscal Year 2001 operating budget of \$92,177,495.

Some of the major accomplishments for 2001 follow:

- Provided staff support to the Strategic Planning Task Force.
- Prepared the Five-Year Capital Improvement Plan for FY-2003 – FY-2007.
- Produced the 2001 Finance Committee Report.
- Provided staff support to the Andover Cable Advisory Committee.
- Worked with staff, financial advisor and Moody's Investors Service to maintain Andover's Aaa bond rating.

ASSESSOR

The Board of Assessors is responsible for the valuing of all real estate and personal property accounts in the Town, motor vehicle excise taxes as well as defending appeals of all of these taxes. The three-member Board is also responsible for the awarding of nearly 350 property tax exemptions on an annual basis. Major exemption groups include senior citizens, disabled veterans, widows and widowers, and individuals classified as blind.

The Board of Assessors must also conduct re-valuations of all property on a triennial (every three years) basis. The next required re-valuation will be conducted for Fiscal Year 2003. The Board is responsible for meeting all Massachusetts Department of Revenue guidelines for property valuations, reporting of valuations and tax billing.

The Assessor's Division gathers vast amounts of property and ownership related information that is available to the general public. Exterior digital photos are now recorded on most property and the total valuations are available on the Town's web site. More than 1,000 requests for public records and information are received and processed on an annual basis.

CENTRAL PURCHASING

In 2001, the Central Purchasing Division processed approximately 1,643 purchase orders and 2,189 Requests for Payment for the Town and 3,978 purchase orders for the School Department. During this period there were approximately sixty bids and four Requests for Proposals advertised and officially opened. The continued utilization of the State bid contracts available to cities and towns has provided numerous benefits to the taxpayers of Andover.

Throughout 2001 Andover initiated and coordinated a number of Cooperative Bids as well as participated in a number of these bids with other communities. Under Massachusetts General Laws, two or more political subdivisions may jointly purchase goods or services through the bidding process. Some of the items purchased were: xerographic paper for copy machines, road salt, water treatment chemicals, fuel oils, vehicle fuels, HVAC services, plumbing services, electrical services, elevator services, office supplies, equipment and furniture and school athletic and student voluntary insurance.

Some of the major Requests for Proposals and bids solicited in 2001 were:

- Furnish and install new walk-in freezer at the West Middle School
- One new 2000 or current year Aerial Lift Bucket Truck
- Sewer Improvements – Cross Street/Forest Hill Drive Area
- Water Main Construction – Brookfield Road Area
- Asbestos Removal – Tile Floor at West Elementary School
- Emergency Generator and Power Distribution Upgrade at the West Elementary School
- Construction of two Chemical Storage Sheds – DPW
- Removal and replacement of roofing, flashing and associated work at the West Middle School
- Upgrade Fire Alarm System at the Collins Center, Andover High School
- Fish Brook Pump Station Modifications
- Cooperative Bid for Vehicle Gasoline
- Sewer Improvements – Rogers Brook Area
- Installation of concrete floors in basement crawl space at the Doherty Middle School
- Sidewalk Construction – High Plain Road
- Miscellaneous Road Materials
- Andover Water/Waste Water Instrumentation Maintenance Agreement
- Real Property Acquisition for Conservation/Passive Recreation
- Sidewalk Reconstruction - North Main Street, Poor Street and Haverhill Street
- Conference Room for Food Service Director at Andover High School
- Four 2002 or current model marked Law Enforcement full-size Sedans and one new 2002 or current model Administrative Law Enforcement full-size Sedan

- One 2002 Heavy Duty Dump Truck with body GVW 41,180
- Prospect Hill and Wood Hill Water Storage Tanks Rehabilitation
- Lease/Purchase of Mobile Classroom Wireless Notebook Computer Labs, Teacher Notebook Computers and other Computer Equipment
- 2002 Type I, Class I Emergency Medical Vehicle
- Drainage Construction - Lillian Terrace and Lincoln Circle East
- Highway Rock Salt, Solar Salt and Liquid Calcium Chloride 32% Cooperative Bid
- Sidewalk Construction – Chestnut Street
- Direct Digital Controls Expansion for Town House

The Central Purchasing Division is also responsible for administering the contract compliance of Andover's Affirmative Action Plan as well as coordinating the Property and Casualty insurance and risk management for the Town and School Department. The Human Resources Department handles the Health and personal insurance for both the Town and School Department. Central Purchasing processed approximately sixty-seven casualty and property claims over the year and was able to recover \$144,859.48 for the Town.

COLLECTOR/TREASURER

The Collector/Treasurer's Division is responsible for the collection, investment and disbursement of all Town monies. Some of the highlights for 2001 are as follows:

- Collected and processed several old outstanding tax title accounts.
- Successfully processed over 50,000 real estate and personal property bills and payments as well as 30,000 excise tax bills and payments.
- Borrowed \$19,208,000 for 20 years at an interest rate of 4.337%; \$7,000,000 for 1 year at an interest rate of 2.5%; and 415,500,000 for 6 months at an interest rate of 2.664%.
- Helped to maintain Andover's municipal bond rating of Aaa.
- Significant time was spent preparing the foreclosure of property located on Haverhill Street.

Dollars for Scholars is a national non-profit organization. The Andover chapter was formed in 1997 with the acceptance of Article 27 at the 1997 Annual Town Meeting. During the year, several fundraising events were held and donations were received from many Andover residents that resulted in the awarding of 37 scholarships to deserving Andover students pursuing further education in the amount of \$43,800.

Balance:	January 1, 2001	\$92,346
	Income, Donations, Gifts	93,012
	Expenses, Scholarships	<u>(43,800)</u>
Balance:	December 31, 2001	\$141,558

INFORMATION SYSTEMS

The Information Systems Division is responsible for maintaining and improving the utilization of computerized data in municipal operations including financial records, word processing/spreadsheet/database files, electronic transmission and other varied electronic files. Major functions of this division are: network administration, financial application support and reporting, user support for office integration software and hardware/software/operating system maintenance and upgrades. The Information Systems Division supports all users of the network and strives to meet the many diversified needs of town government administration. Maintaining the integrity and improving the accessibility of all data on the network are priorities especially since most users rely on network resources for daily operations

Highlights for 2001 include:

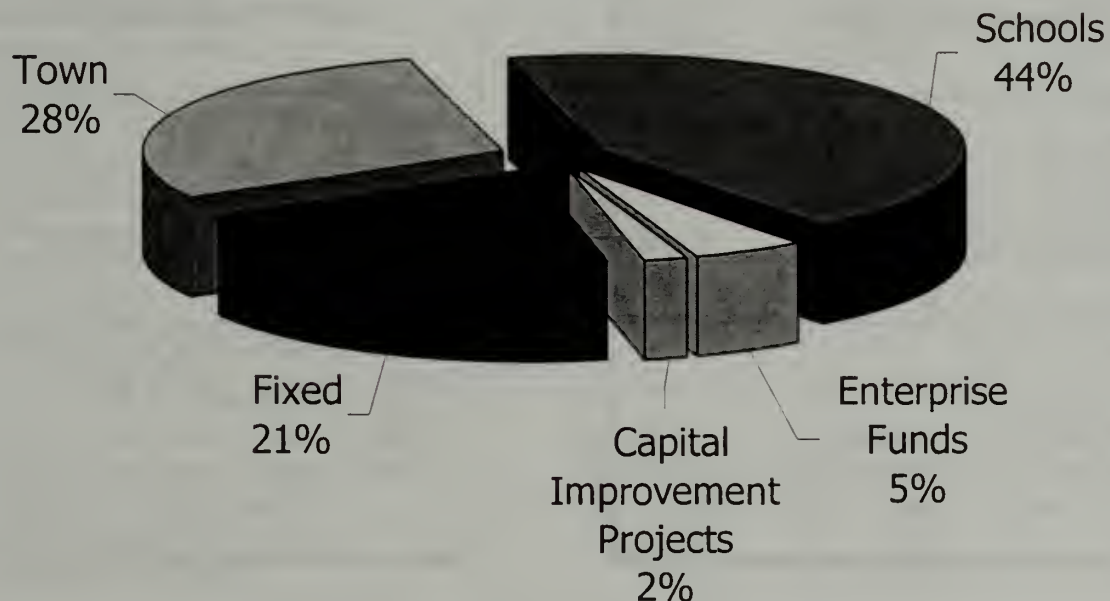
- The Plant and Facilities Department designed and coordinated a complete renovation of the Information Systems office area to better utilize existing space with emphasis on providing appropriately ventilated office areas for existing staff and eliminated potentially hazardous Halon fire suppressant system.
- Installed new backup and anti-virus software on network servers and desktops. Anti-virus software has prevented several hundred viruses from affecting the Town's administrative network.
- Assisted various offices with the installation of new or upgraded software for department-specific applications.
- Upgraded approximately one-quarter of the computer desktops used on the network in order to provide hardware/operating systems that can handle current software requirements.
- Secured additional domain names for future use to allow for improvements in network security/flexibility and to simplify our public web address.

TOWN MEETING APPROVED OPERATING BUDGET - ARTICLE 4

	BUDGET FY2000	BUDGET FY2001	BUDGET FY2002	\$ Increase FY2001 to FY2002	% Increase FY2001 to FY2002 to
General Government	\$4,702,364	\$5,358,130	\$5,612,926	\$254,796	4.8%
Plant and Facilities	\$3,242,790	\$3,563,129	\$3,661,316	\$98,187	2.8%
Capital Improvements Projects	\$1,650,000	\$2,565,000	\$1,955,000	-\$610,000	-23.8%
Public Safety	\$9,208,548	\$10,260,811	\$10,425,623	\$164,812	1.6%
Public Works	\$4,982,046	\$5,392,123	\$5,520,137	\$128,014	2.4%
Water	\$3,030,048	\$3,262,169	\$3,116,203	-\$145,966	-4.5%
Sewer	\$1,704,610	\$1,836,675	\$1,708,741	-\$127,934	-7.0%
School	\$36,357,762	\$39,063,885	\$42,554,797	\$3,490,912	8.9%
Greater Lawrence Technical HS	\$120,791	\$159,847	\$73,882	-\$85,965	-53.8%
Library	\$2,014,769	\$2,238,611	\$2,345,141	\$106,530	4.8%
Fixed	\$19,045,013	\$18,267,115	\$19,314,833	\$1,047,718	5.7%
Compensation/Reserve	\$1,100,000	\$210,000	\$850,000	\$640,000	304.8%
OPERATING BUDGET	\$87,158,741	\$92,177,495	\$97,138,599	\$4,961,104	5.4%
<i>Dedicated Revenues</i>	<i>-\$1,788,807</i>	<i>-\$2,082,604</i>	<i>-\$1,642,750</i>		
NET OPERATING BUDGET	\$85,369,934	\$90,094,891	\$95,495,849	\$5,400,958	6.0%

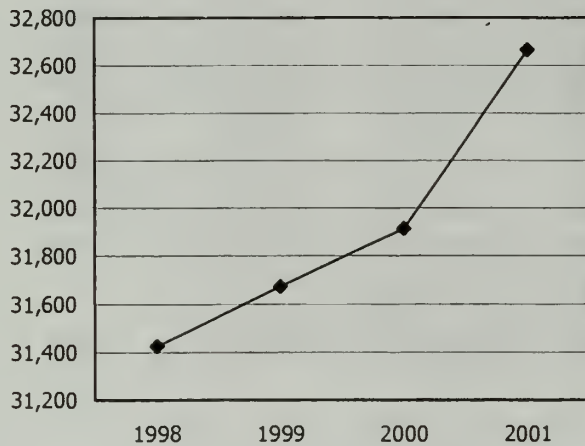
ARTICLE 4 - FY2002

\$97,138,599

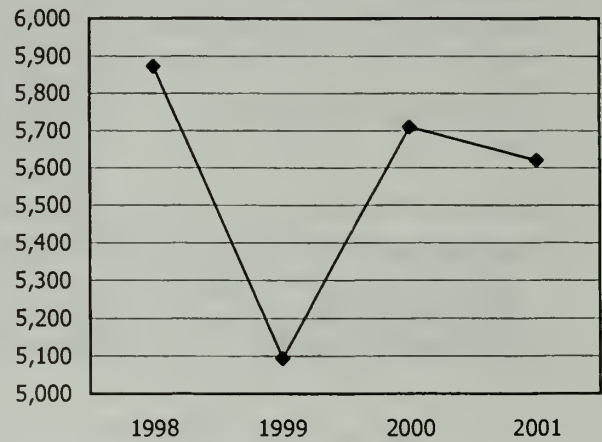


FINANCE STATISTICS

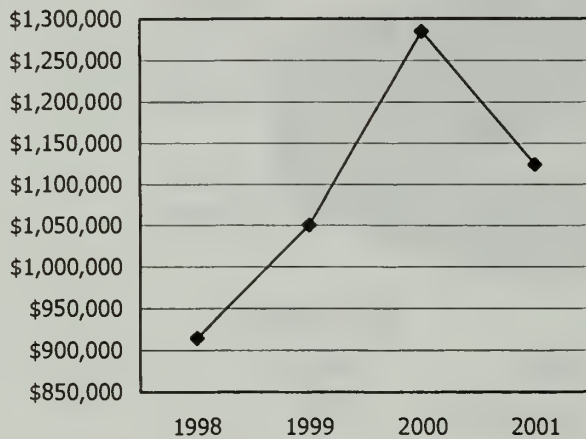
Motor Vehicle Bills



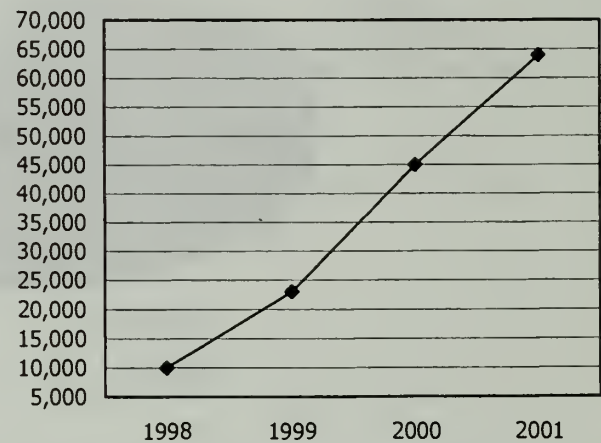
Purchase Orders



Investment Income



Town Web Site Hits (Mthly. Avg.)



TAX RATE RECAP

	<u>FINAL FY2000</u>	<u>FINAL FY2001</u>	<u>FINAL FY2002</u>
EXPENDITURES			
Appropriations & Articles	\$90,543,749	\$94,792,161	100,219,511
Other Local Expenditures:			
Tax Title Purposes	5,000	0	1,000
Final Court Judgements	0	0	0
Overlay/ Other Deficits	134,632	140,580	436,845
Other amounts			419,397
Revenue Offsets/Cherry Sheet	<u>71,235</u>	<u>71,033</u>	<u>168,226</u>
Total Local Expenditures	210,867	211,613	1,025,468
State and County Charges	978,837	1,045,448	1,112,644
Overlay Reserve for Abatements	<u>915,104</u>	<u>1,000,840</u>	<u>980,884</u>
TOTAL EXPENDITURES	\$92,648,557	\$97,050,062	\$103,338,507
EST. RECEIPTS & OTHER REVENUE			
Estimated Receipts from State:			
Cherry Sheet Estimated Receipts	\$9,473,948	10,671,332	11,626,528
Cherry Sheet Estimated Charges	<u>0</u>	<u>10,107</u>	<u>0</u>
Total from State	9,473,948	10,681,439	11,626,528
Estimated Local Receipts:			
Local Estimated Receipts	7,136,000	7,409,850	7,803,000
Offset Receipts	1,154,247	1,335,375	1,393,010
Enterprise Funds	8,754,691	9,534,424	9,579,747
Revolving Funds (53e 1/2)	<u>0</u>	<u>0</u>	<u>0</u>
Total Local Receipts	17,044,938	18,279,649	18,775,757
Free Cash and Other Revenue:			
Free Cash - Articles	2,947,008	1,760,319	2,555,912
Other Available Funds	<u>239,560</u>	<u>347,229</u>	<u>249,740</u>
Total Other Appropriations	3,186,568	2,107,548	2,805,652
Free Cash - Operating Budget	1,204,000	1,050,000	300,000
Total Estimated Receipts	30,909,454	32,118,636	33,507,937
Total Property Taxes	<u>61,739,103</u>	<u>64,931,426</u>	<u>69,830,570</u>
TOTAL REVENUES	\$92,648,557	\$97,050,062	103,338,507

VALUATIONS AND TAX RATES

	<u>FY2000</u>	<u>FY2001</u>	<u>Final FY2002</u>
TOTAL VALUATION (IN THOUSANDS)	\$3,867,601	\$3,972,909	\$4,496,094
RESIDENTIAL TAX RATE	14.65	14.92	14.13
COMM, IND, PER PROP TAX RATE	20.11	20.59	19.57
EQUALIZED TAX RATE	15.96	16.34	15.53

WATER AND SEWER ENTERPRISE FUNDS

Statement of Revenues, Expense and Changes in Fund Equity
Fiscal Year Ended June 30, 2001

	<u>Water Enterprise</u>	<u>Sewer Enterprise</u>
<u>OPERATING REVENUES</u>		
Charges for Services	\$5,870,091	\$2,814,036
<u>OPERATING EXPENSES</u>		
Cost of Services and Administration	2,913,406	1,440,772
Debt Service-Principal	1,576,750	926,750
Debt Service-Interest	<u>493,832</u>	<u>229,328</u>
TOTAL OPERATING EXPENSES	4,983,988	2,596,850
OPERATING INCOME (LOSS)	886,103	217,186
<u>NONOPERATING REVENUES</u>		
Investment Income	<u>163,694</u>	<u>53,044</u>
TOTAL NON-OPERATING REVENUES	163,694	53,044
NET INCOME BEFORE TRANSFERS	1,049,797	270,230
<u>OPERATING TRANSFERS</u>		
Transfers out	(500,000)	
Indirect costs transfer out	<u>(751,935)</u>	<u>(189,724)</u>
TOTAL OPERATING TRANSFERS	(1,251,935)	(189,724)
NET INCOME (LOSS)	(202,138)	80,506
RETAINED EARNINGS/FUND BALANCES		
Beginning of Fiscal Year	\$3,665,852	\$1,140,773
RETAINED EARNINGS/FUND BALANCES		
End of Fiscal Year	\$3,463,714	\$1,221,279

From Town of Andover Annual Audit Report for Fiscal Year ending June 30, 2001 (Powers and Sullivan, CPA)

FY2001 WATER AND SEWER ANNUAL REPORT

		<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
<u>WATER DEBT</u>				
ADVANCE REFUNDING	ART 1A, 1987	46,750.00	1,507.69	48,257.69
WATER MAIN CONST	ART 37, 1987	50,000.00	7,825.00	57,825.00
WATER MAIN CONST	ART 46, 1992	210,000.00	32,335.00	242,335.00
BANCROFT PUMPING ST	ART 53, 1992	55,000.00	8,607.50	63,607.50
WATER MAIN	ART 46, 1992	40,000.00	5,685.00	45,685.00
BANCROFT PUMPING ST	ART 53, 1992	45,000.00	4,785.00	49,785.00
ADVANCE REFUNDING	ART 1A, 1987	280,000.00	98,615.00	378,615.00
ADVANCE REFUNDING	ART 1A, 1987	315,000.00	44,573.50	359,573.50
ADVANCE REFUNDING	ART 1A, 1987		23,401.00	23,401.00
WATER BONDS	ART 37, 1987	70,000.00	40,543.00	110,543.00
WATER MAINS	ART 46, 1992	25,000.00	13,470.26	38,470.26
WATER PLANT IMPROVEMENTS	ART 32, 1995	50,000.00	13,062.50	63,062.50
WATER MAINS	ART 33, 1995	55,000.00	42,363.75	97,363.75
FISH BROOK IMPROVEMENTS	ART 31, 1995	25,000.00	12,893.75	37,893.75
WATER MAIN CONSTRUCTION	ART 46, 1992	15,000.00	6,463.75	21,463.75
WATER PUMP ST. REPAIR	ART 46, 1993	10,000.00	5,157.50	15,157.50
WATER TRMT PLANT IMP	ART 32, 1995	50,000.00	17,250.00	67,250.00
WATER MAIN CONSTRUCTION	ART 46, 1992	25,000.00	8,025.00	33,025.00
WATER DIST IMPROVEMENT	ART 24, 1996	120,000.00	68,085.00	188,085.00
WATER DIST IMPROVEMENT	ART 24, 1996	20,000.00	8,497.50	28,497.50
WATER MAINS	ART 61, 1998	45,000.00	17,660.00	62,660.00
FISH BROOK	ART 63, 1998	<u>25,000.00</u>	<u>13,025.00</u>	<u>38,025.00</u>
TOTAL		1,576,750.00	493,831.70	2,070,581.70

<u>SEWER DEBT</u>				
SEWER- NORTH STREET	ART 41, 1991	30,000.00	4,695.00	34,695.00
ADVANCE REFUNDING	A21,84/26,85	230,000.00	66,585.00	296,585.00
ADVANCE REFUNDING	ART 28, 1989	51,750.00	1,668.94	53,418.94
ADVANCE REFUNDING	ART 28, 1989		16,973.00	16,973.00
SEWER PILGRIM/PIONEER	ART 32, 1997	20,000.00	6,102.50	26,102.50
SEWER MAYFLOWER	ART 35, 1997	15,000.00	12,582.50	27,582.50
SEWER PLANS	ART 31, 1998	260,000.00	34,580.00	294,580.00
SEWER BROOK/CHESTNUT	ART 33, 1998	15,000.00	15,105.00	30,105.00
PLANS - ROGERS BROOK	ART 34, 1998	60,000.00	7,980.00	67,980.00
SEWER BALMORAL	ART 51, 1998	5,000.00	4,025.00	9,025.00
SEWER PLANS SO MAIN ST	ART 31, 1998	140,000.00	29,785.00	169,785.00
SEWER PLANS ROGERS BROOK	ART 34, 1998	40,000.00	8,510.00	48,510.00
SEWER PLANS FOREST HILLS	ART 20, 1999	50,000.00	10,637.50	60,637.50
SEWER CONST BEACON ST	ART 43, 1999	<u>10,000.00</u>	<u>10,098.76</u>	<u>20,098.76</u>
TOTAL		926,750.00	229,328.20	1,156,078.20

ANNUAL REPORT WATER AND SEWER BUDGET

(Budgetary Basis)	FY2001 <u>WATER</u>	FY2001 <u>SEWER</u>
REVENUES		
Rate Collections	5,752,300	2,732,750
Water Service Lines	46,281	0
Water Connection Fee	52,495	0
Water Testing Fees	6,495	0
Meter Installation Fee	6,000	0
Liens Added To Taxes	56,851	31,416
Betterment Assessments	2,745	64,665
Investment income	163,694	53,044
Grants	<u>0</u>	<u>30,562</u>
TOTAL REVENUES	6,086,861	2,912,437
EXPENDITURES		
Direct Costs:		
Personal services	1,305,305	229,373
Ordinary Maint.	1,603,885	192,396
Sewer Assessment	<u>0</u>	<u>1,019,002</u>
TOTAL DIRECT COSTS	2,909,190	1,440,771
Indirect Costs:		
Vehicle Maint.	68,263	29,161
DPW Admin.	82,018	16,938
Gen Admin. and Fin.	202,020	35,573
Maint. Admin	15,334	3,016
Motor Vehicle Ins.	10,079	3,804
Comprehensive/Liability Ins.	57,251	3,130
Workmen's Comp.	28,039	12,015
Retirement	156,660	24,150
Health Ins.	61,222	17,220
Engineering	<u>71,049</u>	<u>44,717</u>
TOTAL INDIRECT COSTS	751,935	189,724
Debt Service:		
Loan Interest	493,832	229,328
Loan Principal	<u>1,576,750</u>	<u>926,750</u>
TOTAL DEBT SERVICE	2,070,582	1,156,078
TOTAL EXPENDITURES	5,731,707	2,786,573

TOWN OF ANDOVER
FISCAL YEAR 2001

TEN TOP TAXPAYERS

TAXPAYER NAME	PROPERTY TYPE	TOTAL TAXABLE REAL PROPERTY	TOTAL TAXABLE PERSONAL PROPERTY	TOTAL TAXABLE REAL ESTATE	TOTAL TAX ASSESSED	PERCENT OF TOTAL LEVY
1) Andover Mills Realty Ltd Partnership	Commercial	\$69,161,604	\$0	\$69,161,604	\$1,424,037.43	2.193%
2) Genetics Institute	Industrial	\$59,699,700	\$1,205,890	\$60,905,590	\$1,254,046.10	1.931%
3) Raytheon	Industrial/Resid	\$57,969,500	\$445,500	\$58,415,000	\$1,199,507.94	1.847%
4) Agilent Technologies, Inc (Hewlett-Packard)	Industrial	\$51,152,500	\$0	\$51,152,500	\$1,053,229.98	1.622%
5) BCGA New England Holdings LLC	Office/Indust	\$38,663,300	\$0	\$38,663,300	\$795,762.06	1.226%
6) Andover Park Realty Trust	Industrial	\$30,275,600	\$0	\$30,275,600	\$623,374.60	0.960%
7) Lincoln Andover LLC (Putnam Investments)	Commercial	\$29,018,900	\$0	\$29,018,900	\$597,499.15	0.920%
8) Gillette Company	Industrial	\$28,779,800	\$0	\$28,779,800	\$593,269.96	0.914%
9) C A Investment Trust	Resd/Comm	\$23,014,100	\$1,511,580	\$24,525,680	\$548,427.15	0.845%
10) Massachusetts Electric Co	Ind/Utility	\$1,588,900	\$24,724,240	\$26,313,140	\$536,442.94	0.826%
Total		\$389,323,904	\$27,887,210	\$417,211,114	\$8,625,597	13.284%
Grand Value		\$417,211,114				

FIVE ADDITIONAL TOP TAXPAYERS

TAXPAYER NAME	PROPERTY TYPE	TOTAL TAXABLE REAL PROPERTY	TOTAL TAXABLE PERSONAL PROPERTY	TOTAL TAXABLE REAL ESTATE	TOTAL TAX ASSESSED	PERCENT OF TOTAL LEVY
Eisai Research Institute	Office/Indust	\$24,029,200	\$23,680	\$24,052,880	\$495,248.80	0.763%
New England Tel & Tel	Ind/Utility	\$8,447,500	\$14,471,000	\$22,918,500	\$471,891.92	0.727%
Vicor Corporation	Industrial	\$21,342,000	\$0	\$21,342,000	\$439,431.78	0.677%
Two Hundred Minuteman LP	Commercial	\$20,103,000	\$0	\$20,103,000	\$413,920.77	0.637%
One Hundred Minuteman LP	Commercial	\$20,026,800	\$0	\$20,026,800	\$412,351.81	0.635%
Total		\$93,948,500	\$14,494,680	\$108,443,180	\$2,232,845	3.439%
Grand Value		\$108,443,180				

FIFTEEN TOP REAL ESTATE ASSESSMENTS

TAXPAYER NAME	PROPERTY TYPE	TOTAL TAXABLE REAL PROPERTY	PERCENT OF TOTAL VALUE	TOTAL TAXABLE REAL ESTATE	TOTAL TAX ASSESSED	PERCENT OF TOTAL LEVY
1) Andover Mills Realty Ltd Partnership (Brickstone)	Office	\$67,534,104	1.700%	\$67,534,104	\$1,390,712.50	2.142%
2) Agilent Technologies (Hewlett-Packard)	Industrial	\$50,589,900	1.230%	\$50,589,900	\$1,041,646.04	1.604%
3) Genetics Institute, Inc.	Industrial	\$47,448,800	1.194%	\$47,448,800	\$976,970.79	1.505%
4) Raytheon Co.	Industrial	\$32,425,800	0.816%	\$32,425,800	\$667,107.42	1.027%
5) Lincoln Andover LLC (Putnam Investments)	Commercial	\$29,018,900	0.730%	\$29,018,900	\$597,120.40	0.920%
6) Gillette Company	Industrial	\$28,779,800	0.724%	\$28,779,800	\$592,576.08	0.913%
7) Bolger, David F Rev. Tr (Raytheon)	Industrial	\$25,235,600	0.635%	\$25,235,600	\$517,714.59	0.797%
10) Two Hundred Minuteman LP	Commercial	\$20,103,000	0.506%	\$20,103,000	\$413,920.77	0.637%
8) One Hundred Minuteman LP	Commercial	\$20,026,800	0.504%	\$20,026,800	\$412,351.81	0.635%
9) Intersone/CGL Partners (Andover Marriott)	Hotel	\$19,332,000	0.487%	\$19,332,000	\$398,045.88	0.613%
11) Digital Equipment Corp. (Compaq)	Office/Ind	\$17,941,476	0.452%	\$17,941,476	\$369,414.99	0.569%
12) Eisai Research Institute	Office/Ind	\$17,835,400	0.449%	\$17,835,400	\$367,230.89	0.566%
13) Vicor Corporation	Office	\$14,909,600	0.375%	\$14,909,600	\$306,988.66	0.473%
14) Fifty Minuteman LP	Industrial	\$14,751,100	0.371%	\$14,751,100	\$303,725.15	0.472%
15) Merrimac Mutual Fire Insurance	Office	\$14,532,800	0.366%	\$14,532,800	\$299,230.35	0.461%
Totals		\$420,465,080	10.583%	\$420,465,080	\$8,654,756.33	13.329%

TOWN OF ANDOVER FISCAL YEAR 2002

ANNUAL PROPERTY VALUATIONS

PROPERTY TYPE	FISCAL YEAR 2000		ASSESSMENT	FISCAL YEAR 2001		ASSESSMENT	FISCAL YEAR 2002		ASSESSMENT
	#ACCOUNTS			#ACCOUNTS			#ACCOUNTS		
Single Family	8201		\$2,573,848,550	8,250		\$2,610,054,750	8,248		\$2,923,024,800
Condominiums	923		\$91,961,800	963		\$99,962,900	972		\$123,834,300
Multi-Family	414		\$155,917,750	412		\$154,913,550	408		\$170,052,000
Vacant Land	710		\$48,566,600	669		\$46,211,200	624		\$45,838,200
Other Residential									
Commercial	261		\$403,723,432	265		\$423,136,300	268		\$495,483,721
Industrial	141		\$329,800,500	141		\$365,640,000	139		\$434,466,400
Mixed Use	186		\$189,805,700	182		\$188,115,125	187		\$209,829,000
Personal Property	366		\$73,976,860	375		\$84,876,150	374		\$93,565,960
Total Taxable	11,202		\$3,867,601,192	11,257		\$3,972,909,975	11,256		\$4,496,094,381
Total Exempt	898		\$369,824,200	892		\$370,050,300	894		\$423,923,300
Total All Property	12,100		\$4,237,425,392	12,149		\$4,342,960,275	12,150		\$4,920,017,681

ANNUAL MOTOR VEHICLE EXCISE TOTALS

CATEGORY	2001	2000	1999	1998	1997	1996
# Commitments	7	9	11	11	10	10
# Bills Issued	31,493.00	32,146	31,677	31,450	31,259	30,624
Total Excise Tax	\$4,481,204	\$4,381,933	\$3,928,692	\$3,173,999	\$3,439,963	\$3,135,663

ANNUAL EXEMPTION TOTALS

TYPE	FISCAL YEAR 1999		FISCAL YEAR 2000		FISCAL YEAR 2001	
	# ISSUED	AMOUNT	# ISSUED	AMOUNT	# ISSUED	AMOUNT
Widows/Widowers	58	18583	60	\$19,870	52	\$17,341
Veterans	176	95643	166	\$91,921	159	\$89,214
Blind	21	16761	22	\$19,402	20	\$17,267
Seniors	56	44881	49	\$42,920	41	\$36,714
Deferrals	5	13163	6	\$15,991	4	\$9,953
Hardship	1	1051	1	\$1,000	1	\$1,000
Total Exemptions	317	\$190,082	304	\$191,104	277	\$171,489

ANNUAL ABATEMENT REQUESTS

FISCAL YEAR	# REQUESTS	NOTES
1995	238	
1996	230	
1997	437	(revaluation year)
1998	117	
1999	169	
2000	225	(revaluation year)
2001	70	
2002	85	

TOWN COUNSEL

During 2001, Town Counsel made numerous appearances before State Courts and Administrative Boards. Formal legal opinions were researched and rendered to Town officials. Court challenges to decisions by the Town's board and commissions were defended by Town Counsel.

Town Counsel had conferences with the Town Manager and other Town officials on almost a daily basis. Town Counsel reviewed all warrant articles and attended all Town Meetings. During the period covered by this report, contracts were drawn and reviewed and numerous deeds, easements, releases and agreements were drafted and recorded. In particular, many easements were drafted for the on-going expansion of the Town's sewer system. Town Counsel also participated in the drafting of amendments to the Subdivision Rules and Regulations and to the comprehensive recodification of the Zoning Bylaw.

Special Town Counsel was involved regarding the proposed power plant in Dracut. A decision of the Massachusetts Supreme Judicial Court upheld the decision of the Energy Facilities Siting Board to approve the siting of the power plant in Dracut.

The year also saw an increase in the number of comprehensive permit applications under General Laws Chapter 40B, and several of the Zoning Board of Appeals decisions on comprehensive permits were appealed to the Commonwealth's Housing Appeals Committee.

TOWN CLERK

The mission of the Town Clerk's Office is to uphold the integrity of the Town's democratic process, to maintain and preserve public records and to act in the best interest of the community and the State by providing innovative, efficient, quality services.

During 2001, the Town Clerk's Office managed a Town Election and the Annual Town Meeting. Due to the substantial increase of residents counted in the 2000 Federal Census, the Town was required to increase the number of precincts from eight to nine by January 1, 2002. In July 2001, the Commonwealth of Massachusetts Local Election District Review Commission accepted the Town's re-districting plan.

Also in July, the State Legislature passed a law that transferred the filing of Uniform Commercial Code (UCC) liens from local cities and towns to the Secretary of State. In November, the Office became a passport agent enabling the staff to process new passport applications for the United States Department of State.

Volunteers have been working throughout the year to complete an inventory of the documents in the Town's vault. In an effort to aid in the long-term preservation of the Town's original records such as maps and committee minutes, the Office has begun to scan these records when conducting research.

DEPARTMENT STATISTICS:

In January 2001, the Town Census was mailed to 11,260 households. The Town's population at the completion of the census was 30,251.

Elections in 2001 provided the following registered voter results:

<u>Election</u>	<u>Date</u>	<u>No. of Voters</u>	<u>% of Voters</u>
Town Election	March 27, 2001	1,979	9%

The year ended with 19,853 registered voters and was divided into eight precincts as follows:

Precinct 1:	2,164	Precinct 4:	2,545	Precinct 7:	2,371
Precinct 2:	2,632	Precinct 5:	2,726	Precinct 8:	2,531
Precinct 3:	2,300	Precinct 6:	2,584		

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Births Recorded:	341	330	295
Marriages Recorded:	171	187	142
Deaths Recorded:	261	277	234
Dog Licenses Sold:	2147	2321	2238
Fishing & Hunting Licenses Sold:	454	379	424
Business Certificates Filed:	148	115	113
Uniform Commercial Code Filings:	594	734	438
New Voter Registrations:	1348	2398	794

MONIES COLLECTED:

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Marriage Licenses	2,670.00	2,855.00	2,145.00
Certified Copies:	10,619.50	11,311.50	10,579.00
Uniform Commercial Code Filings:	7,032.00	9,269.40	4,376.00
Miscellaneous License Income:	12,615.00	13,850.00	13,195.00
Liquor Licenses Income:	101,025.00	98,105.00	104,750.00
Business Certificate Filings:	3,605.00	2,880.00	2,795.00
Miscellaneous Income:	4,845.40	4,597.30	2,036.35
Passport Fees	---	---	930.00
Dog Licenses:	18,911.00	17,045.00	17,928.00
Non-Criminal Violations:	720.00	605.00	1,240.00
Copies of Public Records:	315.30	367.40	400.65
Fishing & Hunting Licenses:	<u>11,271.75 *</u>	<u>10,343.55 **</u>	<u>9,456.45***</u>

TOTAL MONIES COLLECTED: \$173,629.95 \$171,229.15 \$171,081.45

* \$11,079.00 in fees were sent to the State Division of Fisheries and Wildlife and \$192.75 was retained by the Town of Andover.

** \$10,170.75 in fees were sent to the State Division of Fisheries and Wildlife and \$172.80 was retained by the Town of Andover.

*** \$9,299.75 in fees were sent to the State Division of Fisheries and Wildlife and \$156.70 was retained by the Town of Andover.

VETERANS SERVICES

The mission of the Veterans Services Office is to do whatever is necessary to provide Andover veterans with benefits, entitlements and services whether they be medical, administrative, financial or quality of life.

The Veterans Services Office provides or coordinates all state and federal financial, medical and administrative benefits to Andover's over 3,500 veterans and their families. In 2001, the Office responded to inquiries or requests from over 625 local veterans and provided direct financial assistance for fuel, food, burials and medical needs to several dozen Andover families. The Town annually receives reimbursement from the Commonwealth for 75% of the funds provided to local veterans under Massachusetts General Laws Chapter 115.

The Office also plans and coordinates all patriotic observances on Veterans Day and Memorial Day and annually places over 5,500 flags on the graves of veterans buried in Andover. Band concerts and other civic activities are also handled by the Veterans Services Office.

A major highlight in 2001 was the placement of over 580 local veterans on a special Veterans Administration Pharmacy Program. The Program allows the veterans to receive 30-day supplies of prescription drugs by mail for \$2.00 saving them thousands of dollars.

The Veterans Services Office Director is also the Town's Graves Registration and Burial Officer. During 2001, sixty Andover veterans died - forty-five were World War II veterans, thirteen were Korean veterans and six were Vietnam veterans. Several of these veterans fought in more than one war.

According to the latest Federal Government statistics, 2,766 Andover veterans or their family members received \$2,723,010 in Veterans Administration benefits in 2001.

Formal ceremonies were held on Memorial Day, Flag Day, July 4th, V-J Day, POW/MIA Day, Veterans Day and Pearl Harbor Day.

The Veterans Office continued to monitor the protection and rehabilitation of the Woodbridge-Jenkins Revolutionary War Cemetery which had been endangered by a construction project.

COMMUNITY DEVELOPMENT & PLANNING

BUILDING DIVISION

The mission of the Building Division is to ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the enforcement of State and local laws, by-laws and regulations.

The Building Division is charged with the enforcement of The Commonwealth of Massachusetts Building Code, 780 CMR, Architectural Access Board Rules and Regulations, 521 CMR, The Zoning Act, Chapter 40A of the Massachusetts General Laws, the Andover Zoning Bylaw, Article VIII, Section 33, Demolition of Historically Significant Buildings, Section 36, BallardVale Historic District Bylaw and Section 37, Chimneys, of Article XII of the Town of Andover Code of Bylaws, as well as other applicable Town and State laws and regulations. The Building Division reviews all documentation (plans and specifications) submitted with applications for permits and issues all permits required for construction and other applicable activities for which permits are required by law. The Division performs all required site inspections as well as Code mandated safety inspections. The Building Division responds to customer inquiries, complaints and emergencies. Finally, the Building Division assists other Divisions of the Department of Community Development and Planning, as needed, in their permit processing and enforcement and attends, when necessary, Zoning Board of Appeals, Planning Board and other Commission meeting.

BUILDING DIVISION STATISTICAL INFORMATION

Permit Type	1998	1999	2000	2001
New Dwellings	68	55	58	30
Additions/Alterations to Single Family Dwellings	699	715	719	732
New Multi-Family Dwellings	1	4	3	2
Additions/Alterations to Multi-Family Dwellings	13	21	43	10
New Commercial & Industrial Buildings	1	11	6	1
Additions/Alterations to Commercial and Industrial Buildings	138	128	130	96
Schools/Public Buildings	32	36	10	8
Swimming Pools	29	26	35	30
Signs, Chimneys, Woodburning Stoves, Raze Permits	154	191	173	81
Certificates of Inspection	35	21	34	29
Total Fees Collected	\$458,506	\$760,895	\$935,464	\$586,770
Total Estimated Value	\$59,998,444	\$101,562,600	\$164,816,278	\$131,266,053

ELECTRICAL

The purpose of the Massachusetts Electrical Code is safeguarding the general public and property from the hazards arising from the use of electricity. The Electrical Inspector is responsible for reviewing and granting permits and scheduling inspections on a daily basis for residential, commercial and industrial jobs, assisting the Police and Fire Departments in the investigation of accidents and fires. Electrical work includes, but is not limited to, wiring for lighting, power, fire alarms, security alarms, telephone and other similar devices, installation of equipment for emergency power, generators, transformers, switch gear equipment, panel boards and similar equipment. The Electrical Inspector also reviews violations of the Electrical Code and inspects the corrective work for protection of the users and cooperates with the various electric companies that service the area.

	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Electrical Permits	1,178	1,238	1,279	1,171
Fees Collected	\$66,244	\$109,699	\$120,502	\$66,927

PLUMBING AND GAS FITTING

All plumbing and gas fitting installations are controlled through enforcement of the Commonwealth of Massachusetts State Uniform Plumbing and Gas Code, formulated by the Board of State Examiners of Plumbers and Gas Fitters under Massachusetts General Laws, Chapter 142.

The Plumbing and Gas Inspector issues permits for the installation of gas piping, plumbing and sewer installations and repairs. Inspections are conducted as necessary to ensure compliance with State Codes. Complaints and violations are also investigated and corrected or reported to the proper authorities.

	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Plumbing Permits	850	786	905	814
Plumbing Fees Collected	\$32,443	\$41,648	\$47,029	\$34,260
Gas Permits	605	508	747	671
Gas Fees Collected	\$13,810	\$13,334	\$17,876	\$15,183
Seals				3
Seal Fees Collected				\$30

CONSERVATION DIVISION

The mission of the Conservation Commission is to protect Andover's natural resources and to act as trustees in perpetuity of the Town's conservation land.

The Conservation Commission acquired approximately 18 acres of land for conservation purposes. Approximately 1768 acres of land are under the control and custody of the commission for conservation purposes.

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Conservation Commission Meetings	26	20	23
Public Hearings & Public Meetings	266	219	310
Abbreviated Notices of Resource Area Delineation	6	3	2
Orders of Conditions Issued	25	27	29
Amended Orders of Conditions Issued	6	8	15
Certificates of Compliance Issued	57	21	17
Determinations of Applicability Issued	113	118	102
Notification of Satisfactory Completion of Work	34	28	28
Findings of Significance Issued	55	45	37
Enforcement Orders Issued	4	4	5
Emergency Certifications	8	4	8
Acres of Conservation Land Acquired	59	21	18
Conservation Restrictions Established	0	0	0
Wetland Filing Fees Collected	\$8,618	\$4,179	\$11,126.25
Expenditures from Conservation Fund	\$14,000	\$40,000	\$9,794

PLANNING DIVISION

The mission of the Planning Division is to ensure the orderly growth and development of the Town through sound planning practices and through the implementation of the recommendations of the Master Plan.

Throughout 2001 the Planning Division continued its efforts toward downtown improvements and work on major transportation system projects. Working with the Main Street Committee, the Division helped bring the \$2.5 million Main Street Improvement Project to 25% completion and scheduled the Mass Highway public hearing for January 2002. Work continued on transportation projects such as the River Road Bridge, Dascomb Road, Burt Road and a new connection to I-93 in Lowell Junction. Staff also participated in advisory committee meetings throughout the year on the I-93 Corridor Study in Andover and Methuen.

The Division staff continued to work with the GIS Coordinator on the development of a sophisticated Geographic Information System (GIS) which will provide the Town with a significantly enhanced record keeping and retrieval system for our land use and infrastructure data.

The year 2001 saw a re-emergence of Comprehensive Permit applications for affordable housing developments with four being filed during the year. Division staff worked closely with the Housing Partnership Committee on housing strategies and were successful in obtaining EO418 Housing Certification from the state. We also obtained approval for a complete re-codification of the Zoning By-Law.

Development activities in the industrial areas which had experienced a sharp increase in the previous year leveled off but still continued at a steady pace. The three new hotels opened in 2001 with another awaiting construction.

	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Planning Board Meetings	26	22	26	24
Public Hearings Held	70	96	57	60
Definitive Subdivision Plans	7	10	8	9
Preliminary Subdivision Plans	6	7	6	8
ANR Plans	28	35	26	25
Site Plan Reviews	7	1	6	9
Special Permits issued	22	28	14	16
Lot Releases and Clearance	72	80	57	30
Certificates issued				
Warrant Articles Reported	39	37	41	11
Street Acceptances	7	2	9	6
Subdivision Guarantees	\$242,264	\$263,053	\$189,000	\$166,405
Revenues Generated	\$182,976	\$135,768	\$70,276	\$60,237

HEALTH DIVISION

The mission of the Andover Board of Health is to promote and protect the public health including the physical, mental, emotional and social wellness of all the people.

The Health Division encompasses all phases of health administration, including planning, evaluation, budgeting, enforcement, inspection and pseudo adjudicatory proceedings. The Sanitarians supervise the inspection and public health education programs in matters dealing with the State Sanitary Code and State Environmental Code. The Public Health Nurse is primarily responsible for all medical clinical administrative matters. The Director of Public Health assumes primary responsibility for coordination among the various boards in permit granting and proper land use, specifically in the area of environmental protection issues (i.e. septic system design, wetland pollution, water quality protection). The Director designs programs and implements policies as proposed by the Andover Board of Health to meet the health needs of the community. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

ACTIVITY REPORT

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Board of Health Meetings	12	12	12
Plan Reviews	168	147	159
Restaurant Inspections	203	224	142
Environmental/Sanitary Code Inspections			175
Complaints & Investigations	147	185	494
Administrative Hearings	3	7	4
Court Actions	3	5	2
Fees Collected	\$80,101	\$80,110	\$96,052

CLINIC REPORT

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Outreach Clinics	27	21	19
Attendance	334	215	211
Senior Center Clinics	51	51	50
Attendance	868	831	715
Office Visits	120	132	238
Home Visits	9	12	37
Recreational Camps for Children-clinical inspection			10
Influenza Immunization	1650	1163*	1450
Pneumonia Immunization	83	76	59
*Due to vaccine shortage and delay in distribution			
Cholesterol Screening Clinics	9	9	9
Attendance	100	98	82

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Mantoux Tuberculin testing Attendance	99	86	25**
Positive Reactor Follow Up	12	6	9
T.B. Clinic Case History, Appointments & Follow Up	10	22	14

** Due to DPH guidelines on testing

HEPATITIS B IMMUNIZATION CLINICS – HEPATITIS B VACCINE

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Doherty Middle School	193	185	114
West Middle School	167	127	63
Andover High School	84	57	13
TOTAL	444	369	190

NON-COMMUNICABLE REPORTABLE DISEASES

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Other Mycobacterium	0	0	1*
*A Typical Mycobacteria Abscessus			

COMMUNICABLE DISEASES

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Animal Bites	21	33	9
Chicken Pox	7	5	4
Campylobacter	3	5	5
Cyclospora	0	0	0
E.coli 0157.H7	1	1	1
Giardia	13	1	2
Hepatitis A	2	2	1
Hepatitis B	4	8	5
Hepatitis C	5	9	2
Lyme Disease	2	5	5
Pertussis	3	2	1
Measles (Rubeola)	0	0	0
Meningitis (Bacterial)	0	0	1
Meningitis (Viral)	0	0	1
Salmonella	4	8	5
Shigella	1	0	1
Strep Pneumonia	1	0	0
Tuberculosis	0	0	1
Legionella	0	0	0
Yersinia Enterocolitica	0	0	0

HEALTHY COMMUNITIES TOBACCO AWARENESS PROGRAM

The mission of the Healthy Communities Tobacco Awareness Program is to educate community residents about the health risks of smoking; eliminate youth access to tobacco; promote the health of residents, particularly children, by reducing public exposure to secondhand smoke; and provide free quit smoking classes.

Program Overview

The Healthy Communities Tobacco Awareness Program is a collaborative between the Andover Board of Health and the Boards of Health in five other communities (Dracut, Methuen, Middleton, North Andover and Topsfield). The Program works to promote and enforce policies and regulations to protect the public from exposure to second-hand smoke, promote and enforce regulations to eliminate youth access to tobacco products and educate the community about the health risks of smoking.

The Program staff, which consists of a Program Director, an Assistant Director and a Youth Access Coordinator, conducts enforcement activities, provides technical assistance around policy development and implementation and conducts public education and outreach activities. Healthy Communities is funded by the Massachusetts Department of Public Health's Tobacco Control Program with a portion of the 25 cent excise tax on cigarettes (passed as Question 1 in 1991) as well as a portion of the Multi-State Settlement Agreement with the tobacco companies.

Status of Tobacco Control in Massachusetts

The latest statistics on tobacco use and smoking rates confirms that the Massachusetts Tobacco Control Program is successfully working to prevent disease and death from smoking.

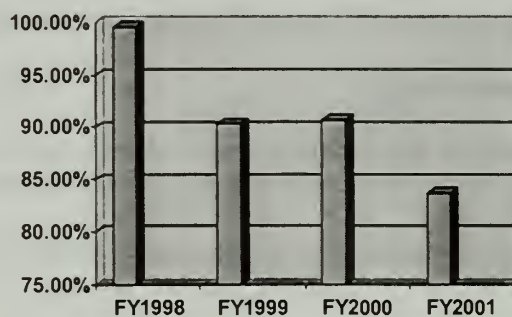
- Since 1995, the number of Massachusetts youth who say they have ever tried cigarettes dropped from 72% to 62%.
- The number of Massachusetts students who say they have smoked in the past month has declined from 36% in 1995 to 26% in 2001.
- Per capita consumption of tobacco products is down 35% in Massachusetts which is more than 4 times the rate of decline nationally.
- Massachusetts leads all states in the decline of women who smoke during pregnancy with rates down 52%.
- According to a study conducted by the Massachusetts Institute of Technology, education and treatment activities of the Massachusetts Tobacco Control Program have already reduced direct health care costs across the state by \$85 million annually.
- Three quarters of Massachusetts residents are protected by local restrictions on smoking in restaurants.
- 63% of Massachusetts households ban smoking in their homes.

- The percentage of smokers under the age of 18 who buy cigarettes from a store decreased from 27% in 1999 to 20% in 2001.

Despite the progress, there is still a lot of work to be done. While more youth who purchase tobacco products from a store report being asked to show proof of age, 42% still report not being asked to show identification. A recent survey of youth smokers in the Northeast region of Massachusetts found that 84% of the teen smokers said it was “easy” or “very easy” to get tobacco products. Despite the high level of resident support for smoking bans (with 57% of Massachusetts residents supporting a complete ban on smoking in public buildings), many communities still lack smoking bans in worksites, restaurants and other public buildings.

Overview of Youth Access Enforcement Activities by Healthy Communities

Despite the strides in reducing youth smoking rates, youth access to tobacco products is still a critically important issue for our communities. The following is an overview of monitoring activities by Healthy Communities Tobacco Awareness Programs throughout the six communities of its service area and reflects the compliance rates (the percentage of retailers found to be in compliance with youth access regulations) during the past 4 fiscal years. Retailers are checked quarterly by sending youth who range in age from 15 to 17 into stores to attempt to purchase tobacco products. These youth do not carry identification and are carefully instructed to answer truthfully all questions asked of them.



It is clear from these compliance rates that youth access to tobacco products through commercial sources in our communities continues to be a major concern. Throughout FY2001, Healthy Communities conducted a total of 460 compliance checks and issued a total of 60 non-criminal tickets for sales to minors.

In addition to conducting compliance checks, Healthy Communities works to educate tobacco retailers about youth access regulations and assist them in training their staff on the responsible sale of tobacco products. Healthy Communities also works to educate the community about the importance of youth access issues and to promote community ownership of the issue. This is imperative since social sources of tobacco are about as prevalent as retail sources with 32% of youth smokers reporting purchasing cigarettes in a store and 23% reporting someone else purchasing for them.

Overview of Policy Promotion Activities by Healthy Communities

Healthy Communities worked with the Boards of Health in the communities it serves during the year to promote and successfully pass two new smoke-free public place regulations and three new youth access regulations. In Andover, the Board of Health sponsored a warrant article that passed at the Annual Town Meeting that strengthened the Town’s bylaw pertaining to the sale of tobacco products as well as smoke-free public places.

ZONING BOARD OF APPEALS

The Andover Zoning Board of Appeals is authorized to function under the General Laws of the Commonwealth of Massachusetts, Chapter 40A, applicable sections of Chapter 40B and the Town Zoning Bylaw. The Board meets on the first Thursday of each month in Memorial Hall at the Memorial Library, Elm Square. The Board of Selectmen appoints five regular members and four associate members. The public hearings by the Board are the result of application in the following areas:

- A variance from the requirements of the Zoning Bylaw;
- A special permit under the Zoning Bylaw;
- A person aggrieved by the decision of the Inspector of Buildings or other Administrative official; or
- Permission to construct low or moderate-income housing with the Town of Andover (Comprehensive Permit).

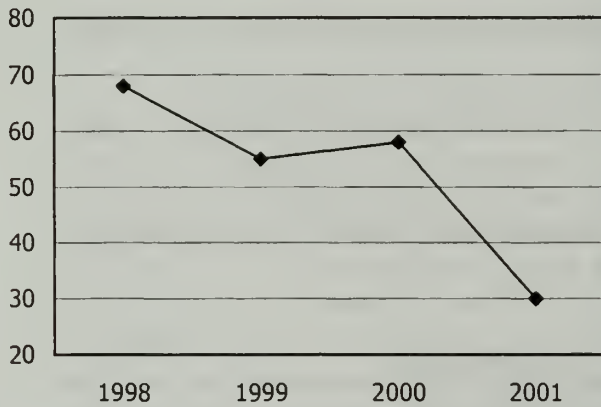
Prior to the hearings, applications are reviewed and pertinent plans and sketches are requested, legal advertisements are published and abutters are notified as required by law. The Chairman in conformity with the Board of Appeals Rules and Regulations conducts public hearings. Following the hearings, the members of the Board, when deemed necessary, view each property in question and hold a deliberation meeting thereafter. Based on the evidence presented at the hearing, and the applicable laws, a decision is rendered, signed and filed with the Town Clerk and the Registry of Deeds.

	1997	1998	1999	2000	2001
Number of Regular Meetings	13	13	12	13	35
Deliberation Meetings	13	16	14	15	23
Petitions Filed	122/128*	110/120*	115/122*	106/119*	71
Petitions Granted	101	103	92	99	50
Petitions Denied	17	15	17	10	11
Petitions Withdrawn or Dismissed or Continued	10	10	13	10	25
Fees Collected	\$15,494	\$19,075	\$12,832	\$21,286	\$24,919

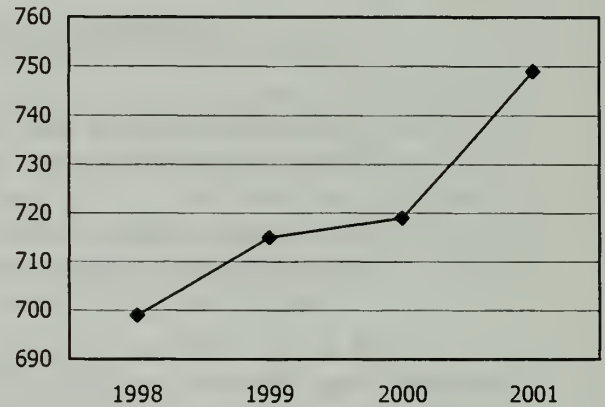
*Some petitions contained requests for both variances and special permits.

BUILDING STATISTICS

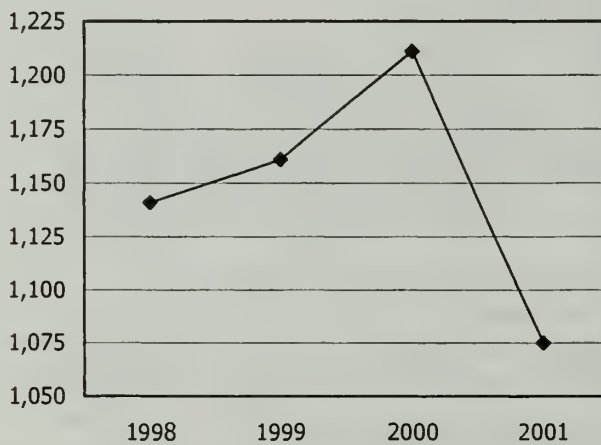
**SINGLE FAMILY
NEW DWELLINGS**



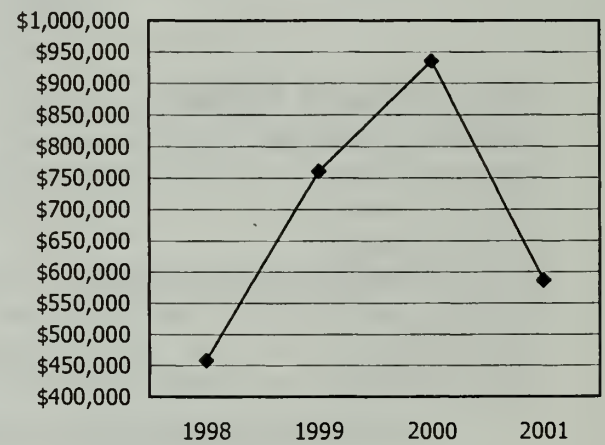
**SINGLE FAMILY
ADDITIONS & ALTERATIONS**



BUILDING PERMITS

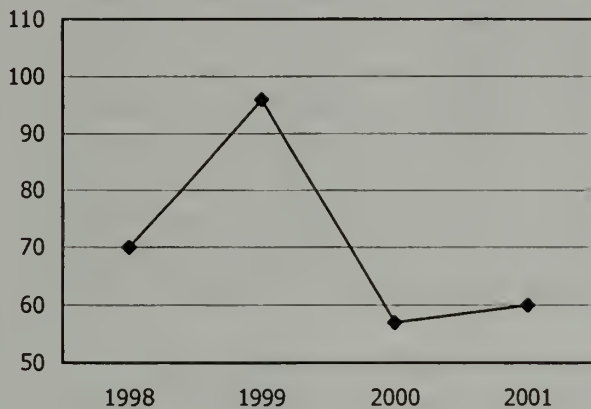


PERMIT FEES

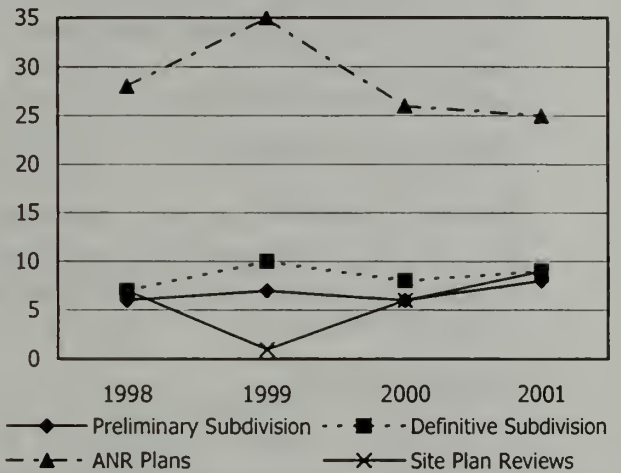


PUBLIC HEALTH AND PLANNING STATISTICS

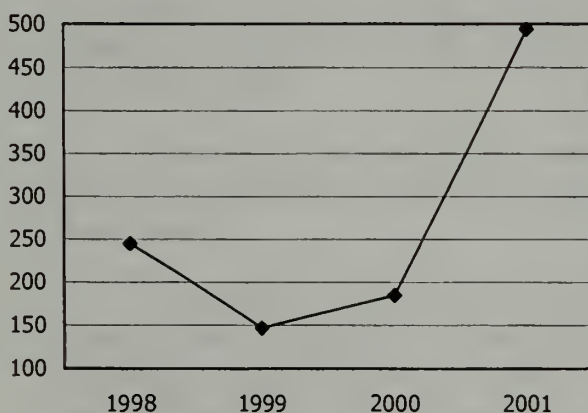
**PLANNING BOARD
PUBLIC HEARINGS**



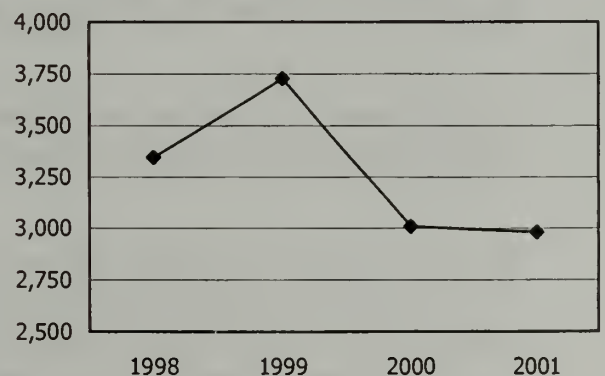
**PLANNING DIVISION
PLAN REVIEWS**



**PUBLIC HEALTH
COMPLAINTS & INVESTIGATIONS**



**PUBLIC HEALTH
TOTAL CLINIC ATTENDANCE***



* 2000 attendance down due to vaccine shortage and delay in distribution

ANIMAL INSPECTION

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Number of dogs quarantined for biting	23	32	24
Number of animals tested for Rabies	15	19	
Number of animals testing positive for Rabies	0	2	0
Number of cats quarantined for Rabies	132	60	48
Number of barns inspected	20	19	19
Number of beef cattle	24	41	44
Number of beef steers	8	0	0
Number of beef herds (one animal constitutes a herd)	2	2	2
Number of donkeys	2	2	2
Number of ponies	21	12	2

The annual Rabies Immunization Clinic was held on Saturday, April 7, 2001 at the West Middle School.

DEPARTMENT OF PUBLIC WORKS

The mission of the Department of Public Works is to continuously improve our quality of life by providing the finest potable water, state-of-the-art disposal of our wastes (liquid and solid) and provide safe travel on our road network.

ENGINEERING

The Engineering Division prepared construction plans, cost estimates, specifications and bids, performed field layouts, inspections and construction supervision on projects such as: new water mains on Brookfield Road, Rockridge Road, Foxhill Road and Woodcliff Road; the reconstruction of sidewalks on River Street (Andover Street to house #57); Tewksbury Street (Center Street to Oak Street); North Main Street (Lowell Street to Windsor Street); Poor Street (Lowell Street to Windsor Street); and Haverhill Street (North Main Street to York Street); new sidewalk on High Plain Road (Beacon Street to West Elementary School); the construction of a two new salt storage sheds at the town yard; and the installation of and repair of storm drains on Lillian Terrace, Lincoln Circle East, Chestnut Street and three other various locations. The division also performed field surveys and designs to prepare for upcoming construction projects such as sidewalk reconstruction on Walnut Street and School Street.

The Engineering staff also assisted and coordinated with consultants, contractors and residents during the design and construction of the sewer extensions for Contracts No. 1 & 2 of the South Main Street/Ballardvale Road areas, Rogers Brook area and the Forest Hills Drive/Cross Street area. Various duties performed included utility markouts, inspections and resolving complaints. Staff members also assisted and coordinated with consultants on the design of other projects such as the Main Street Corridor Improvements.

Work was also performed to coordinate the development of the Town's GIS system with the contractor; install software, review preliminary and final data and checkplots, check the updating of the parcel maps for the Town Assessor and printed the necessary copies for other town departments.

Planning and estimating for the resurfacing of fifteen Town streets was prepared this year while assistance was given to the Highway Division during the actual work performed on ten of these streets.

Preliminary and Definitive Subdivision Plans and Site Plans were reviewed for the Planning Board; checked for design conformance, traffic safety, layout and adequacy of proposed roads and utilities. All roads and utilities in new subdivisions and sites such as Jordyn Lane, Prides Circle South, Willoughby Lane and numerous other sites were inspected and tested to insure compliance with Town construction standards. Performance Bond amounts were also calculated as requested by the Planning Board.

Street opening permits for the installation and repair of various underground utilities, including many such excavations by Bay State Gas Co., Bell Atlantic, Mass Electric and AT&T

Broadband contractors were issued through this division and the necessary utility markouts and inspections were carried out.

The Engineering Division also provided and maintained records of various utilities, street excavations, residential and industrial site development, street layouts and road maintenance.

	1998	1999	2000	2001
Storm Drain Design & Construction (ft.)	3,870	1,180	2,378	2,283
Sewer Main Design & Construction (ft.)	2,490	1,900	1,660	37,600
Sidewalk Design & Construction (ft.)	3,970	8,500	6,140	8,623
Water Main Design & Construction (ft.)	1,950	775	0	4,188
Guardrail Replaced/installed (ft.)	19,200	0	0	0
Streets Resurfaced (miles)	16.3	10.7	5.4	4.3
Street Opening Permits Issued & Inspected	198	183	175	145
Sewer Connections reviewed for Board of Health	47	50	48	25
Assessors Maps updated	59	49	30	45
Subdivision/Site Plans reviewed (# plans/# lots)	26/146	17/51	16/62	18/68
Performance Bonds figured for Planning Board	8	14	9	6
Subdivision Construction Inspections/Tests:				
Water mains (ft.)	17,121	18,314	13,200	9,105
Sewer mains (ft.)	6,000	4,314	2,619	3,920
Drain lines (ft.)	10,547	6,315	2,890	4,480
Sidewalks (ft.)	4,370	5,103	3,854	1,580
Roads Paved: Binder coarse (ft.)	7,112	2,069	5,380	2,800
Top coarse (ft.)	6,587	5,974	4,280	3,150
Streets Reviewed for Town Acceptance	14	9	12	7

HIGHWAY

The Highway Division is responsible for road maintenance, including rebuilding and resurfacing of approximately 200 miles of existing roads. During the Fall, Spring and Summer months, two sweepers are continuously kept busy cleaning winter sand off all streets and cleaning road construction areas. Both sweepers start work at 5 a.m. to take advantage of low traffic and parking conditions. The Highway Division is responsible for the maintenance of the Town's sidewalk infrastructure. The Division also assists the Engineering Division in inspecting new roads prior to acceptance as public ways. The Division is responsible for the cleaning and maintenance of all storm water systems including catch basin and pip cleaning as well as maintenance of water courses impaired by beaver dams. The Highway Division is the lead agency responsible for snow and ice removal and flood control measures; other Town divisions assist in these operations.

	1998	1999	2000	2001
Number of streets resurfaced	52	56	23	
Total number of miles of road resurfaced	16.3	10.7	5.4	4.3
Total number of feet of curbs constructed	6,075	12,115	22,104	23,500
Catch basins cleaned	957	936	586	397
Storm drains cleaned	17	9	0	
Catch basins repaired	31	30	41	24
Storm drains repaired	3	1	4	5

SOLID WASTE

Andover, being a member of the North East Solid Waste Committee (NESWC), has its refuse transported and processed at the Regional Waste-to-Energy Plant in North Andover, where the refuse is incinerated to generate electricity. The Solid Waste Division oversees the mandatory curbside recycling program for newspapers/magazines, junk mail, office paper, telephone books, paperboard, steel/tin metal containers, glass, #1 and #2 plastics and aluminum containers. The Town also maintains a leaf and grass clippings compost site on High Plain Road near Bald Hill. The Town screens and grinds the material annually with the compost being available to Town residents. The Town has expanded the curbside recycling program in 2001 to include the aluminum materials, #1 & #2 plastics and corrugated containers (cardboard).

	1998	1999	2000	2001
Tons of residential refuse collected	11,753	11,888	12,764	13,142
Tons of mixed residential paper	2,213	2,137	2,668	2,479
Tons of corrugated containers	0	0	0	275
Tons of glass recycled	431	423	455	
Tons of steel/tin containers recycled	7	7	8	37
Tons of #1 & #2 plastics	39	47	52	37
Tons of aluminum materials	5	4	12	37
Tons of leaves & grass clipping composted	2,200	2,200	2,200	3,000

WATER

The Water Treatment Plant processed 2,377 million gallons (average 6.5 MGD) to produce 2,089 million gallons of finish water delivered to the distribution system. Forty-five percent (45%) of the water was for residential use, 19% for commercial, and 17% was classified as industrial use. Additionally, 1,714 million gallons was diverted from the Merrimack River to Haggett's Pond through the Fish Brook Pump Station.

A Drought Management Plan (DMP), Water Conservation Plan, and an Emergency response Plan were completed. The DMP defines the conditions under which a water supply shortage exists and specifies the actions that are to be taken in response. The Department of Environmental Protection (DEP) has reviewed the plan and conducted a preliminary audit. The water system met all conditions of the audit.

The Andover Department of Public Works was awarded first place for the 2001 Water Quality Report for excellence in communication under the Safe Drinking Water Act that was judged on value to the Andover consumer, innovation, content, and form.

During the four compliance periods in 2001 volatile organic compounds, synthetic organic compound, trihalomethanes, haloacetic acids, inorganic compounds, and secondary contaminants were monitored. The water system was in full compliance with all parameters analyzed. There were no violations with the Total Coliform Rule and monitoring for Giardia, Cryptosporidium, and enteric viruses suggests 99.9% removal of these organisms.

The Water Treatment Plant staff completed all maintenance activities of the water treatment plant, Shawsheen Wastewater, Fish Brook, and Bancroft Pump Stations. Two ejector stations and one package wastewater pump station were monitored and maintained on a routine basis.

	1998	1999	2000	2001
Hydrants Repaired	36	36	45	87
Hydrants Replaced	0	4	1	7
Hydrants Inspected & Serviced			211	383
Hydrants Flushed	1	2	106	235
Water Main Breaks Repaired	19	16	9	23
House Service Leaks Repaired	18	6	14	17
House Services Renewed	3	13	13	21
Water Main Service	4	11	9	16
New Water Meter Accounts/Installations	134	116	116	98
Old Water Meters Replaced	121	132	197	379
Water Meters bench checked	5	7	1	17
Water Shut Offs/Turn On	188	178	177	209
Gate Boxes Adjusted	46	28	36	51
Gallons of water treated (in millions)	2,075	2,452	2,102	2,377
Average daily gallons pumped (in million gal.)	5.004	6.51	5.76	6.51
Maximum day (in million gallons)	13.949	13.430	11.053	12.976

SEWER

The Sewer Division is responsible for the operation and maintenance of the wastewater pumping stations on Dale Street in Ballardvale, Bridle Path, Osgood Street, Shawsheen Village, and the entire system of sanitary sewers. The sewerage system includes 70.5 miles of sanitary sewers and 5,654 connections with an additional 40 miles of mainline sewer and 1600 connections scheduled to come on line over the next three (3) years. The raw sewage discharge from the Shawsheen Village Pumping Station is transported by means of a force main through the City of Lawrence to the Greater Lawrence Sanitary District's Regional Treatment Plant in North Andover for disposal.

	1998	1999	2000	2001
Sewer Main Blocks Cleared	47	28	46	67
Sewer Main Rodded – Regular Maintenance	8	3	3	44
Sewer Mains Repaired/Replaced	2	1	3	7
Sewer Services Cleared	13	3	7	N/A

GREATER LAWRENCE SANITARY DISTRICT

The Greater Lawrence Sanitary District (GLSD) wastewater treatment facility continued to provide service to residential, commercial and industrial users in 2001. Since it began operation in April 1977, the facility has treated 280 billion gallons of wastewater that was previously discharged, untreated, into the Merrimack River.

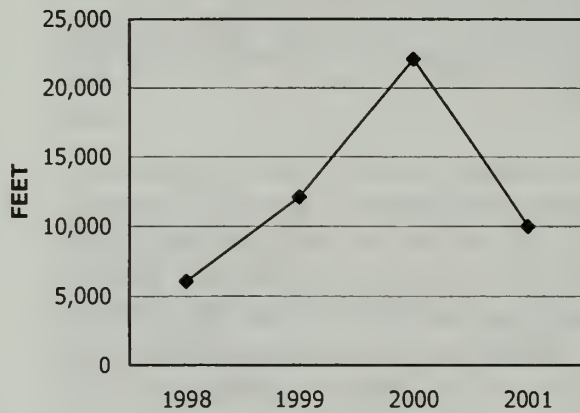
Disposal of sewage sludge, the by-product of treatment, is the GLSD's largest single expense. It was trucked to Maine, Canada, and Connecticut for disposal. The GLSD recently completed construction of a sewage digester that reduces the volume of sludge by nearly 50% while producing Methane gas for heating and creating a more environmentally friendly product. A sludge to fertilizer plant is currently being constructed that will create a safe alternative to landfilling of raw sludge. The GLSD expects to save \$1 million per year in sludge disposal costs and the savings will be shared by member communities by lower operating cost assessments.

There are currently 48 people staffing the plant. The operation is continuous 24 hours per day and 365 days per year. The District Commission meets monthly to address policy matters.

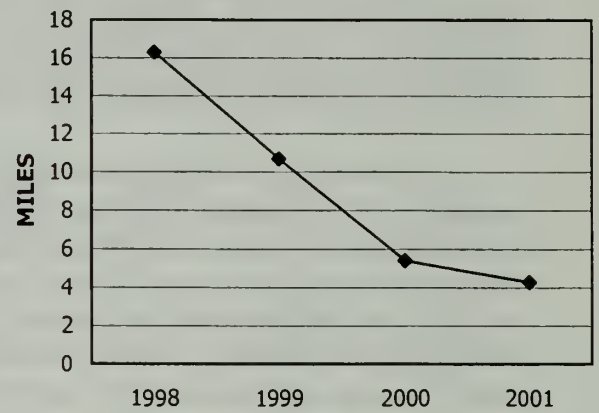
	1998	1999	2000	2001
Andover's daily average flow to the Sanitary District (in millions of gallons)	4.322	3,500	3,959	3,734
Sanitary District (in millions of gallons)				

PUBLIC WORKS STATISTICS

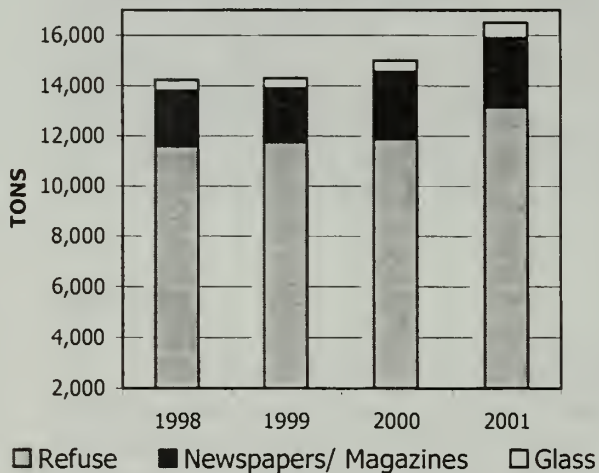
STREET BERM CONSTRUCTION



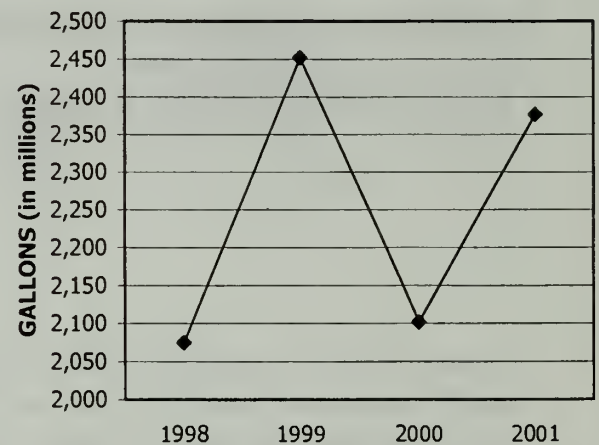
STREET RESURFACING



SOLID WASTE & RECYCLING COLLECTION



WATER TREATED



PLANT & FACILITIES DEPARTMENT

The mission of the Plant and Facilities Department is to provide responsive and cost effective maintenance services to all Town and School buildings, parks and grounds, vehicle maintenance, cemetery, forestry and other areas within their responsibility.

The Plant and Facilities Department provides scheduled and non-routine maintenance services to all Town and School buildings (over 1.2 million sq. ft), parks and grounds, cemetery, forestry and vehicle operations. Additionally, the Department is responsible for the following:

- Implementation of all major buildings and grounds capital projects including new building construction projects, landscape and field projects and driveway and parking areas.
- Town and School building and field rental functions and the Town House (Old Town Hall).
- Managing the Town's fuel depot.
- Spring Grove Cemetery operations.
- Compliance with environmental, health and safety regulations.
- Custodial services to all Town buildings.
- Traffic lights.
- Trash pickup at Town and School buildings.
- Town-owned street lighting.
- Town switchboard operations.
- Bald Hill leaf composting facility.

ADMINISTRATION

The Plant and Facilities Department is managed by a Director who is supported by four Superintendents, an Administrative Assistant, Construction Project Manager (temporary employee), Work Control Center Coordinator, Accounts Payable Clerk, Budget Analyst, part-time Telephone Operator/Receptionists and a diverse group of skilled and semi-skilled maintenance trades persons, vehicle mechanics, grounds and tree workers, and custodians.

ADMINISTRATION ACCOMPLISHMENTS

Major Capital Projects:

- New Elementary/Middle School – Construction started September 2000. Contractor making good progress - project scheduled to be substantially complete by June 18, 2002, however, we anticipate further delays. The project is at least six weeks behind the original schedule.
- Public Safety Center – Construction contract signed September 2000. Phase I construction (Police Station) progressing with substantial completion scheduled for May 22, 2002. Phase II (Fire Station) scheduled for substantial completion in March, 2003, however, we anticipate further delays. Overall this project is seven months behind schedule. Off-site accommodations at the Spring Grove Cemetery, Town Yard and West Fire Station are complete except for vehicle storage which is still pending.
- Memorial Hall Library Renovations – This project was substantially complete in December.

BUILDING MAINTENANCE AND MECHANICAL/ELECTRICAL DIVISIONS

The Building Maintenance and Mechanical/Electrical Divisions are supervised by two superintendents and provide all maintenance services including electrical, mechanical, plumbing, carpentry, painting and security to all Town and School buildings which total in excess of 1.2 million square feet. The two superintendents also function as Project Managers on a variety of Town/School Capital Improvement projects. Additionally, they provide custodial services to Town buildings, mail delivery to all buildings, maintain traffic signals and Town-owned street light poles.

During Calendar Year 2001 these two divisions completed 4,163 work orders.

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Town	1,472	1,400	1,407
School	<u>2,909</u>	<u>3,016</u>	<u>2,756</u>
Total	4,381	4,416	4,163*

* Does not include 285 work orders that were used to track Town and School capital projects.

BUILDING MAINTENANCE DIVISION ACCOMPLISHMENTS

- Vehicle Maintenance addition at Town Yard.
- Town Yard emergency repairs.
- Cemetery building renovations for Fire Department temporary occupancy.
- Over 9,000 square feet of new floor tile at West Elementary School and ten classrooms at Doherty Middle School (Old asbestos tiles removed in these areas).
- Town-wide playground inspections/some corrective measures complete.
- Numerous handicap related projects.
- Remodeled Information Systems office at the Town Offices.
- New electrically operated bleachers at the High School Dunn Gymnasium.
- New carpeting installed at Bancroft and Shawsheen Schools in six areas.
- Installed 6 computerized keyless access locks at the High School and three at the Town Offices.
- Installed 16 new windows at Shawsheen School.
- Rebuilt exterior stonewall at South School.
- New roof membrane installed at West Middle School upper classroom area.
- Extensive painting completed at Shawsheen School interior.
- Pest Control training conducted for key Town and School personnel.
- Installed 100 feet of new copper gutter at Shawsheen School.

MECHANICAL/ELECTRICAL DIVISION ACCOMPLISHMENTS

- Concrete cap poured in Doherty Middle School basement earthen areas.
- Energy Management front end system installed at Doherty Middle School.

- Managed Doherty Middle School auditorium cable TV project. (lights and sound systems)
- Main entrance roadway lights and parking lot lights installed at Bancroft School.
- Installed new 100KW emergency generator and emergency electrical power system at West Elementary School.
- Replaced walk-in freezer and refrigerator at West Elementary and new walk-in freezer at West Middle School.
- All classroom heating and ventilating units at West Middle School connected to Energy Management Systems.
- Installed two new boilers at Shawsheen School plus asbestos remediation in boiler room.
- Installed eight new electrical distribution panels at Shawsheen School, plus six new intercom speakers.
- Replaced boiler at Sanborn School.
- Installed new energy management system front end at Shawsheen School, and installed new variable speed drive on main air handler.
- Completed Town-wide asbestos inspection, performed asbestos training for custodians and maintenance personnel plus a variety of asbestos remediation projects.
- New electrical panel/transformer installed at School Administration Building.
- Upgraded compressed air system and boiler feed system at West Elementary School.
- Upgraded emergency power to main office and kitchen areas at Sanborn School.
- Energy study completed with Mass Electric identifying \$50,000 in School energy savings projects. \$5,750 in energy rebates received from Mass Electric.
- Exhaust fans replaced at Doherty School.
- All 96 exit signs replaced at Doherty School with new energy efficient LED signs paid for by Mass Electric. (20 watt signs replaced with 1.5 watt signs).
- 14 old fiber glass Town owned street lights replaced with new steel poles.

PARKS AND GROUNDS, CEMETERY & FORESTRY DIVISIONS

The three Parks and Grounds Divisions (Parks and Grounds, Cemetery and Forestry) are independent and interdependent. They operate under the supervision of one superintendent and share some equipment and work together on special projects. The three divisions perform many tasks seemingly unrelated to their principal horticultural maintenance duties, such as providing support to parades and other holiday events, litter control, trash removal, recycling, flagpole maintenance, fence/gate/backstop repairs, drainage connections, snow removal, and moving heavy items such as the whiskey barrels used as planters in the downtown area and building and repairing park benches and tables. During 2001, these divisions completed 117 work orders (Town 84, Schools 33) totaling \$781,287.80.

PARKS DIVISION

This division maintains 2.75 million square feet of ballfields and 1.4 million square feet of lawn areas. Ballfields and lawns are located on all School grounds and other Town property such as Recreation Park, Ballardvale Playground, Upper and Lower Shawsheen, the Bowling Green,

parks, playgrounds and designated islands, triangles and other parcels throughout the Town. Ballfields are prepared (groomed and lined) for all secondary school athletic events. Turf maintenance consists of mowing, aerating, watering, over-seeding, liming fertilizing and weed and insects control. Pesticide operations are conducted by trained and licensed personnel using approved pesticides and application methods. This division also maintains small trees, shrubs and shrub beds on Town property and is responsible for snow removal at all Town buildings.

PARKS & GROUNDS ACCOMPLISHMENTS

- Installation of underground irrigation systems at West Middle School, Andover High School and the softball field at Recreation Park.
- Resodding 16,000 square feet at lower Shawsheen field.
- Renovations of playing field at Doherty Middle.
- Overseeding and aeration of several athletic fields.
- Numerous improvements to all athletic fields and school grounds.
- Expanded Parking area at Town Offices and West Elementary School.
- Installation of safety fence at Sanborn School playground.
- Demolition of Penguin Park playground and Sanborn School playground.
- Installation of a retaining wall at the Town Yard.
- Installation of trail signs for the Conservation Commission with assistance from DPW.
- Oversaw the installation of underground irrigation at the new Cross Street Elementary and Middle Schools athletic fields.

CEMETERY DIVISION

Spring Grove Cemetery on Abbot Street is owned and operated by the Town of Andover. The cemetery contains approximately sixty acres and is approximately 75% developed. During 2001, there were 101 burials and 108 grave sites sold. Cemetery operations and maintenance includes burials, mowing, trimming, turf care, pruning of shrubs and small trees, leaf pickup, town wide snow removal, and other tasks including grounds maintenance in Recreation Park and special projects at other Town facilities.

CEMETERY ACCOMPLISHMENTS

- Completed final phase of water system pipe replacement throughout cemetery.
- Completed paving of west side of cemetery and the removal of 3 roads.
- Renovated the Veteran's Memorial in the cemetery with new plantings, underground irrigation and a new lawn.
- Contracted the pruning of 75% of the trees in the cemetery this past spring due to severe storm damage.

FORESTRY DIVISION

The Forestry Division is responsible for the maintenance of all Town-owned trees. The majority of their time is spent pruning trees, clearing storm damage, flat clearing areas of undesirable vegetation and removing obstructions at intersections and curves for improved

visibility. The Forestry Division also mows roadsides throughout the Town and maintains the Bald Hill compost site.

FORESTRY ACCOMPLISHMENTS

- Received “Tree City USA” designation for the second year in a row.
- Hosted a composting class initiated by the Department of Environmental Protection.
- Managed the spring clean up of 20,000 yards of storm (tree) debris.
- Produced 3,000 yards of screened compost at Bald Hill for use by the Town and residents.
- Responded to 125 requests for tree work by Town residents.
- Planted 30 new street trees.
- Managed the installation of Holiday lighting on Main Street and the Town Offices.

VEHICLE MAINTENANCE DIVISION

The Vehicle Maintenance Division is supervised by a Superintendent who also is responsible for purchasing and material’s management for all Plant and Facilities maintenance divisions. This division provides maintenance to all Town vehicles and major pieces of equipment including fire apparatus, police cruisers, DPW trucks and heavy equipment, Plant and Facilities trucks and heavy equipment, Town/School emergency generators and other support vehicles and coordinates the purchasing for all new vehicles.

VEHICLE MAINTENANCE ACCOMPLISHMENTS

- Provided preventive maintenance and general repairs to 140 Town vehicles and major pieces of equipment, 16 School and Town buildings emergency generators and 32 smaller pieces of equipment.
- 1,276 work orders completed.
- Additionally fuel was provided to all departments and the division maintained the Town Fuel Depot

Annual Fuel Consumption in Gallons (All Town Departments)

	<u>2000</u>	<u>2001</u>
Gasoline	87,070	88,815
Diesel	<u>38,059</u>	<u>46,815</u>
Total	125,129	135,630

MUNICIPAL BUILDINGS DIVISION

This Division is responsible for scheduling and renting school facilities evenings, weekends and holidays as well as scheduling and renting School and Town athletic fields, Recreation Park and the Town House function facility on Main Street.

Schools

The total number of school rentals and uses during 2001 was 6,083 which is a 9.5 % increase over 2000 numbers. Overall, gymnasium spaces continue to comprise the majority of the rental and scheduling contracts. Cafeteria and auditorium contracts account for the second and third greatest number of uses. Private rentals were up about 20% over last year. This is due to the growing number of youth league gym uses, as well as the increased number of auditorium rentals by local theater groups and dance schools for rehearsals and performances. Figures below do not include rentals or uses of the Andover High School athletic fields, gymnasium, field house or Collins Center all of which are scheduled through the School Administration Offices.

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Total Number of Scheduled Rentals/Uses	5,493	5,570	6,083
Dept. of Community Services/Youth Services	46 %	43 %	37 %
Private Rentals: Youth Leagues/Scouting Groups	33 %	36 %	40 %
School & PTO Sponsored Events	21 %	21 %	23 %

Fields

School and Town playing fields continued to be rented to capacity in 2001 due to the growing number of participants in local youth and sports leagues as well as the growth of additional Andover High School and a Youth Services boys' and girls' Lacrosse teams. The Municipal Buildings and Parks and Grounds divisions continue to work with local sports leagues and have coordinated schedules that have allowed the "resting" of at least one field per season. This program is needed to improve field conditions, which have been deteriorating due to overuse. The future goal is to rest several of the more heavily used fields if additional fields become available, or if league schedules are ever reduced.

The number of scheduled field rentals and uses in 2001 was up 25% over last year. This is due to the addition of new high school, Town DCS and AYS programs as well as the expanding needs of the local sports leagues. The Andover Soccer Association and Little League continue to schedule the majority of field spaces with scheduling for Town-sponsored recreation programs, Andover Junior Football, Andover Girls Softball League and the Andover adult sports leagues making up the remainder of the scheduled uses. Due to the great demand for practice and game space by Andover leagues, less than 1% of the total number of rentals was to private groups or business organizations.

The expansion of high school, Town DCS and AYS programs continue to draw more participants each year- many of whom play more than one outdoor sport each season. This has added to the existing scheduling constraints on Town and School fields, which are booked to maximum capacity Monday through Saturday each week during each sport season.

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Total Number of Scheduled Rentals/Uses	2,706	2,906	3,695
Youth Leagues	81 %	75 %	72 %
Dept. of Community Services/ Youth Services & AHS Athletics	13%	21%	24%
Adult Leagues/Private Rentals	6%	4%	4%

Recreation Park

Recreation Park is available for private rentals on weekends from April to October. During spring, summer and early fall weekdays the Park's softball field and tennis courts are scheduled for Department of Community Services' tennis classes, recreational programs, as well as a co-ed softball league. The total number scheduled was 300, which is just two more uses than last year. One change was the growth in the number of scheduled uses for the soccer and youth baseball programs, which went up from 58 in 2000 to 75 in 2001. The vast majority of the private rentals were to local residents and non-profit organizations.

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Total Number of Scheduled Rentals/Uses	235	298	300
Department of Community Services	180	175	160
Youth Leagues	12	58	75
Private Rentals	33	65	65

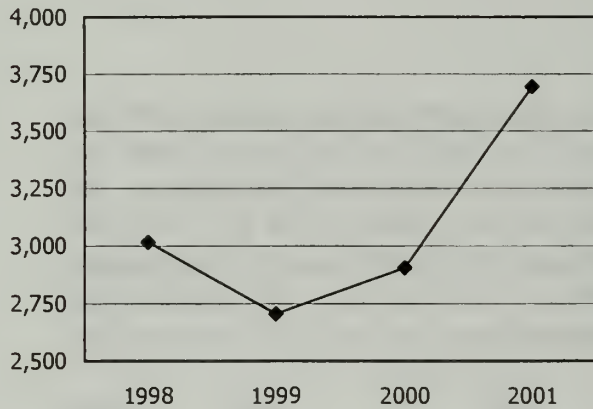
Old Town Hall

The function hall at the Andover Town House has been available to municipal/school groups, residents and non-residents for special events since February 1990. The total number of uses/rentals in FY 2001 was 112, which is down 30 % as compared to the previous year. This is due to the function hall being unavailable for rentals from July to mid October for scheduled building maintenance.

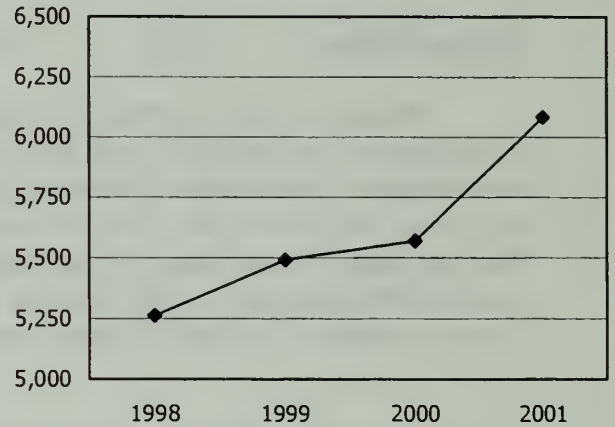
	<u>1999</u>	<u>2000</u>	<u>2001</u>
Municipal/School Events	39	108	54
Residents	50	48	54
Non-Residents	6	14	4

PLANT AND FACILITIES STATISTICS

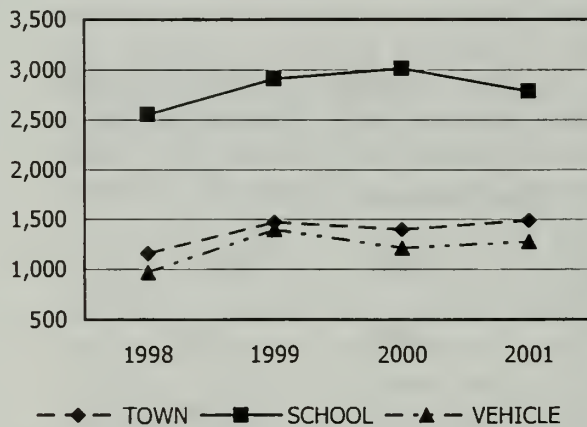
FIELD RENTALS *



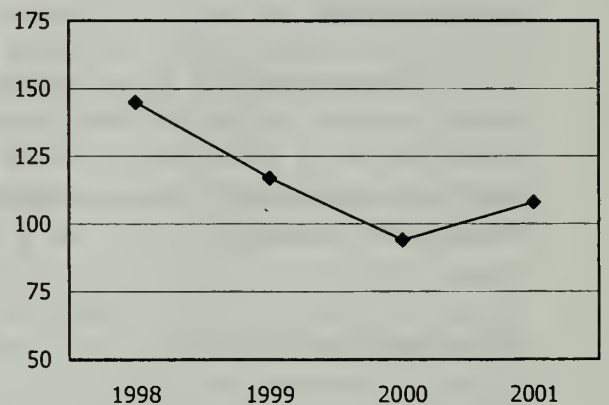
**SCHOOL BUILDING
USE PERMITS**



WORK ORDERS



GRAVE SITES



* Decrease due to reduction in fields available, not a reduction in demand.

MEMORIAL HALL LIBRARY

The mission of the Memorial Hall Library is to make available a broad range of library materials, to provide up-to-date and accurate information, to offer services and programs desired by the community of Andover, to act as the most convenient point of access for the needed materials and information, to actively seek to make community members and organizations aware of library resources and services, and to utilize technology and the Internet to the fullest possible extent in carrying out this mission.

The Library is pleased to report the following achievements in 2001:

- Renovations completed with an expanded Children's Library, new Activity Room, new Young Adult area for middle and high school students, new browsing area for CD's, and a new Quiet Study Room on the Upper Level.
- The Library's Home Page won the top prize at the Massachusetts Library Association conference last spring. Check it out at <http://www.mhl.org>.
- The Library now offers 24/7 Reference Service that allows library patrons to ask questions any time of day or night and get a response from a "live" librarian using chat. Check it out at <http://www.mhl.org>.
- The Library has upgraded its automated catalog allowing library patrons the capability to renew their materials and place reserves online as well as bring up what they have already have checked out. Search the new catalog at <http://www.mhl.org>.
- The Library has replaced its public access computers so that anyone visiting the library can now access the Internet using Pentium 4 processors with 1.5 GHz clock speeds. Check out further details at <http://www.mhl.org/research/computers/new.htm>.
- Negotiated two-year contract to continue serving as the Northeast Massachusetts Regional Library System's Reference Center.

The improvements to the Library building in 2001 made it possible for children and their families to enjoy a facility expanded by 30% and an expanded collection of books and other materials. The newly created 1,200 sq. ft. Young Adult area makes it possible for Andover's students to find the space they need to work on assignments individually and in groups. As a result, more students are using the Library. Although the possibility to download music over the Internet seems to have affected sales of CD's and tapes, borrowing from the Library's non-print collection has increased by 44 ½% over the past three years. The renovations to the upstairs of the Library have also resulted in increased quiet study space.

Andover citizens love their library. Many show it through their participation in the Friends' book sales, others through their volunteer jobs and many others through their donations to the Library's causes. The Library Trustees show it through the many meetings they attend and the support they provide to the Library Director and staff. The Library staff demonstrates their love through the way they provide help and assistance to all the Library users. The end result of all this support and passion is this truly unique institution called Memorial Hall Library.

MEMORIAL HALL LIBRARY 2001 STATISTICS

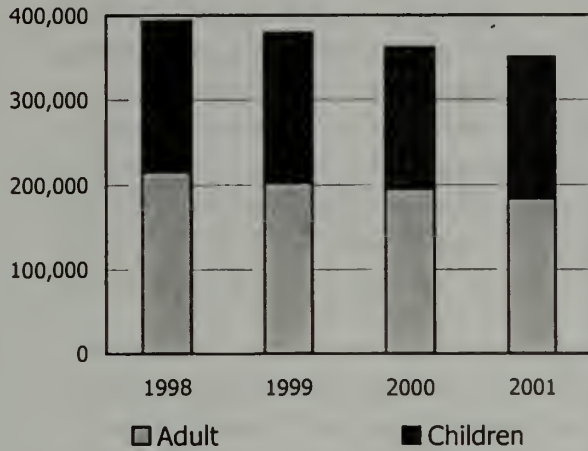
<u>CIRCULATION</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Adult Books & Periodicals	215,735	202,719	195,726	183,624
Children' s Books & Periodicals	<u>178,217</u>	<u>176,577</u>	<u>165,920</u>	<u>166,667</u>
Total Books & Periodicals	393,952	379,296	361,646	350,291
Adult Non-Print	86,192	106,052	118,701	127,478
Children' s Non-Print	<u>26,576</u>	<u>31,273</u>	<u>34,913</u>	<u>36,258</u>
Total Non-Print	113,368	137,325	153,614	163,836
Total Items Circulated	507,320	516,621	515,260	514,127
Searches Retrieved On-line	N/A	31,181	36,629	37,920
Total Items Provided		547,802	551,889	552,047
 <u>OTHER STATISTICS</u>				
Reference Questions	40,327	67,783	60,000	54,860
PC & Internet Sessions	10,343	19,368	30,000	38,749
Programs	306	546	382	284
Program Attendance	11,171	20,078	13,616	9,060
Meeting Room Use	530	475	620	397*
Reserves Placed	10,118	9,912	10,022	11,890
Inter-Library Loan Requests Received	30,647	29,604	29,576	32,143
Inter-Library Loan Requests Filled	18,831	19,303	18,788	15,840
Volunteer Hours	2,159	2,523	4,996	4,714
Web Page Visits	N/A.	47,888	100,000	158,836
Visitors to Library**	N/A	359,000	386,000	411,600

* Library Meeting Rooms were closed for three months during renovations

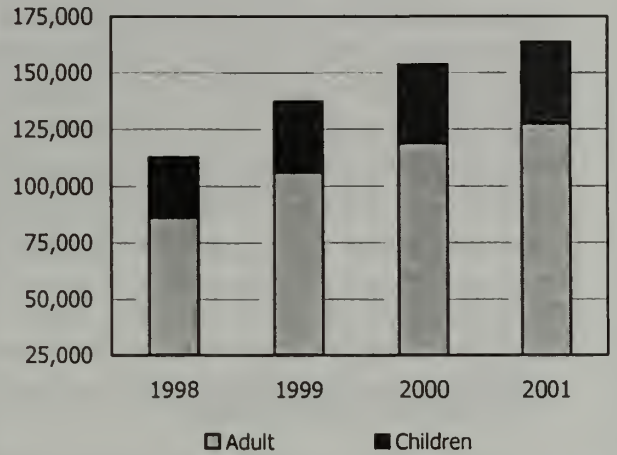
** Based on sample counts during the year

LIBRARY STATISTICS

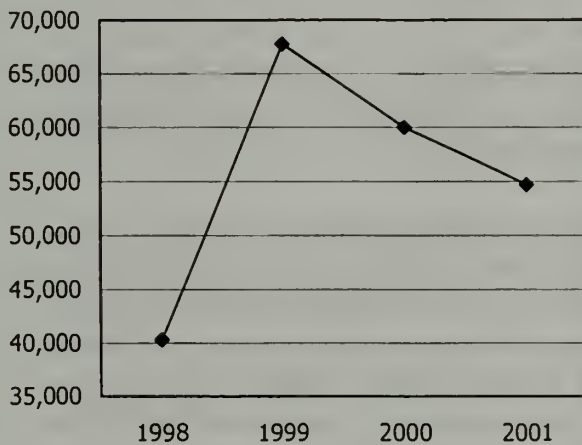
BOOKS & PERIODICALS



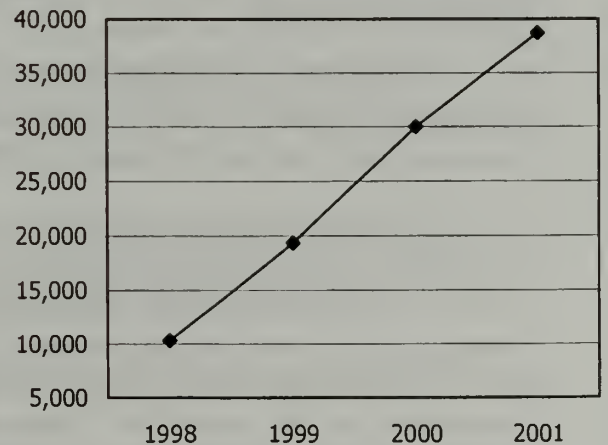
NON-PRINT CIRCULATION



REFERENCE QUESTIONS



PC & INTERNET USE



POLICE DEPARTMENT

The mission of the Andover Police Department is to protect our future and the quality of life in Andover. We are empowered to protect life and property, but, with the changing times of increasing social programs, our agency has become more service-oriented to the community. To continue our mission, we all maintain an open door policy to the community, working with their suggestions, needs and thoughts so that we may preserve the way of life that we all enjoy in Andover.

The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the Bylaws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. We emphasize integrity, honesty, impartiality and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the Town.

OPERATIONS DIVISION

The total number of incidents for 2001 was down slightly from 2000. Arrests were also down 32%. There was a significant increase in the number of arrests for drug related offenses during 2001.

The Town experienced a 45% increase in thefts and an 11% decrease in stolen motor vehicles. Stolen motor vehicles were at a six-year low for 2001. Vandalism for 2001 increased 60% from the previous year.

The Police Department issued 8,157 motor vehicle citations during 2001 – a 16% increase. This enforcement action greatly contributed to a 2% reduction in motor vehicle accidents. This is also represents a six-year low for motor vehicle accidents in the Town.

The Police Department continued to work closely with other departments, agencies and the community throughout the year. The Police Department established two Community Policing Sub Stations in Town during 2000. These Sub-Stations, located in Brookside Estates and on Grandview Terrance, allow the Police Department to form a partnership with the residents of Brookside Estates and the Andover Housing Authority through the Youth Horizon Grant Program. The Substance Abuse Unit and the Traffic Unit continued to address the problems of the community, in their respective area, contributing greatly to the very positive statistics for 2000.

The Department also participated in numerous events including the Christmas and Memorial Day Parades, the Fourth of July celebrations, Safety Saturday, Bazaar Days, Know Your Town, the Feaster Five Road Race on Thanksgiving Day as well as numerous other road races held during the year.

RECORDS DIVISION

The Records Division provides support services to the entire Police Department. This support service enables information to flow efficiently throughout the department as well as to the entire community.

The Police Department received more than \$149,349 in new grant money during 2001. These grants allowed the Department to serve the community by providing funding for personnel and other resources. A grant \$15,000 for the DARE program allows the Department to assign a specially trained officer to the schools to teach the dangers of drugs and alcohol. More than \$200,00 in grant money provides salaries for officers and allowed us to provide the many services the Town has come to expect from the Police Department. A \$24,000 grant allowed the Department to hire a civil specialist to assist the Department with its many computer network systems. Equipment grants have allowed us to provide car safety seats and bicycle helmets to those who would otherwise not be able to afford such safety items. Equipment for a fingerprint workstation and additional defibrillators have been purchased with the help of grant money received during 2001.

The Court Section processed a total of 499 arrests. This included tracking all Police Department cases from inception to disposition and coordinating officers appearances in court. In addition, this section assists in tracking District Court cases for other Town Departments such as the Health Division, Building Division, etc.

DETECTIVE DIVISION

The Detective Division is responsible for the follow up investigations conducted by the agency. The Detective Division also oversees the Substance Abuse Unit. This Unit was created in response to the community's request for the Police Department to take a more active role combating drugs and alcohol in the Town. In addition there are 2 officers trained in technical services such as fingerprint identification techniques and crime scene processing and 4 officers trained in rape investigation. The Division also has 1 investigator assigned as a Juvenile officer. He works closely with the schools and courts in processing Juvenile cases.

The Detective Division continued to be actively involved in follow-up investigations throughout the year. The Division was instrumental in solving and identifying the perpetrators of numerous serious crimes as well as following the cases through the judicial system.

The Detective Division followed up and investigated 60 burglaries, 1 rape and 490 larcenies during 2001.

The Division also investigates incidents on the Internet. During the past year investigators have been trained in dealing with this new problem. The Department recognizes this new aspect of Internet crime as a major problem to our community and cautions all parents and residents of the Town to be vigilant in combating this increasing problem.

ANIMAL CONTROL

The Animal Control Officer answered 914 calls for service in 2001. He responded to 234 dog complaints and impounded 60 dogs and 7 cats. He also removed 185 deceased animals. In addition to these removed animals, there were 43 deer struck and killed by motor vehicles in Town.

EMERGENCY MANAGEMENT

The Emergency Management Division is directed by the Chief of Police and serves as the local link to the Federal and State Emergency Management Agencies (FEMA/EMMA) and includes a network of HAM radio operators that are on standby should the need arise for auxiliary radio services.

The Chief of Police is also the Town's Liaison with the regional Local Emergency Planning Committee (LEPC) and is responsible for coordinating the Town's response any hazardous materials incident.

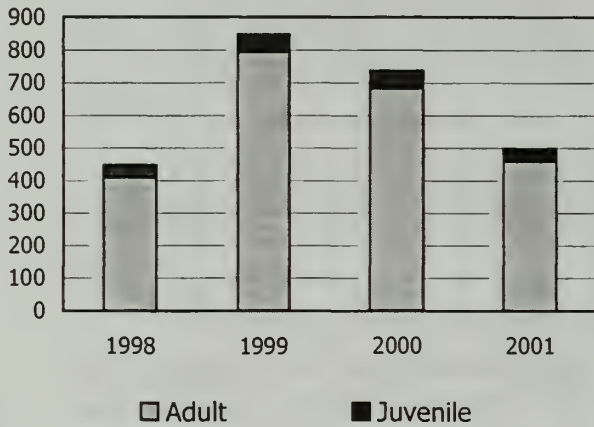
The Auxiliary Police assisted the regular officers of the Police Department many times throughout the year. They are particularly active during the holidays and on Halloween. They are a very dedicated group of volunteers and the Town is fortunate to have their services as a resource.

Andover Police Department Annual Summary

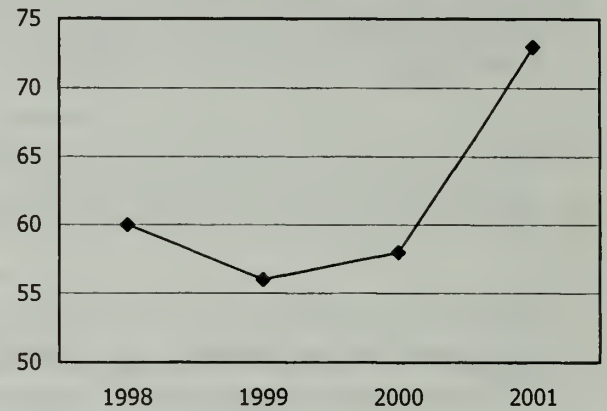
	1997	1998	1999	2000	2001
Total Incidents	30,873	28,066	39,492	38,696	37,126
Adult Arrest	377	410	795	682	461
Juvenile Arrests	27	38	53	56	38
Total Arrests	404	448	848	738	499
Rape	4	2	3	1	1
B & E	91	83	95	71	60
Assault	77	60	56	58	73
Larceny	427	465	424	337	490
Stolen MV	64	69	44	34	30
Stolen Bicycles	37	22	19	19	17
Domestic Abuse	29	25	41	39	37
MV Fatalities	3	1	1	0	1
MV Accidents	1,225	1,351	1,243	1,184	1,163
Vandalism	213	237	192	188	301
Parking Violations	8,099	6,524	8,774	13,800	10,224
MV Citations	4,194	3,238	8,274	7,041	8,157

POLICE STATISTICS

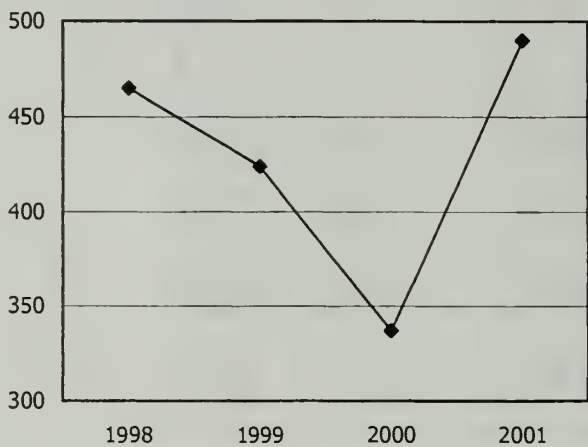
ARRESTS



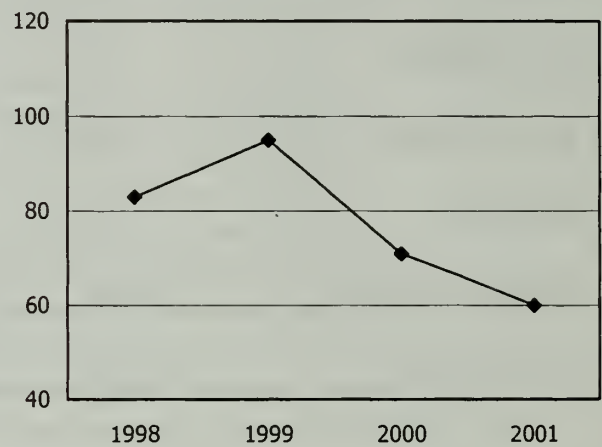
ASSAULTS



LARCENY

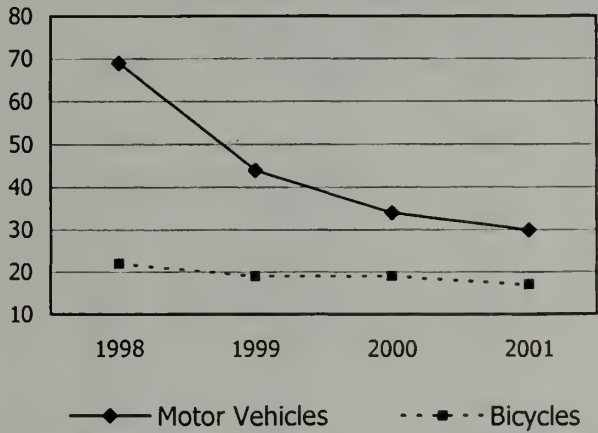


BREAKING & ENTERING

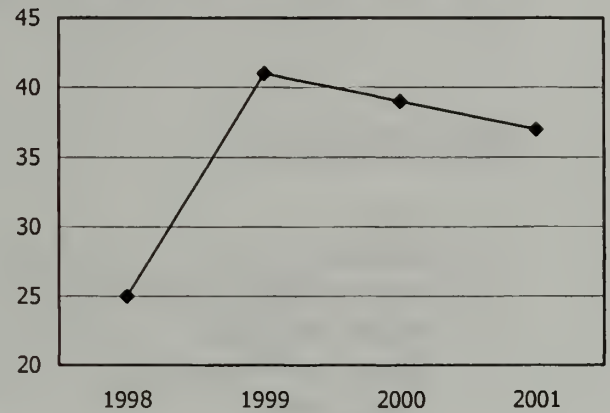


POLICE STATISTICS

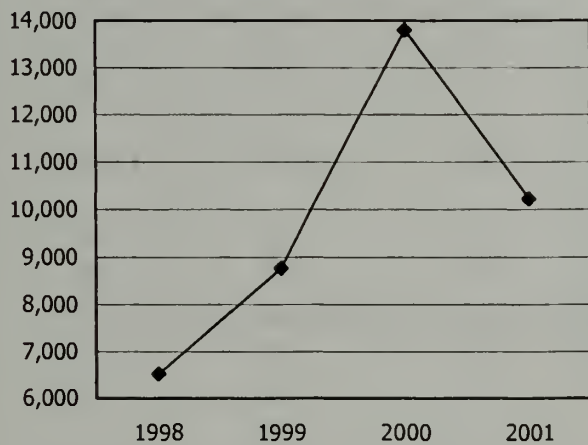
STOLEN VEHICLES & BICYCLES



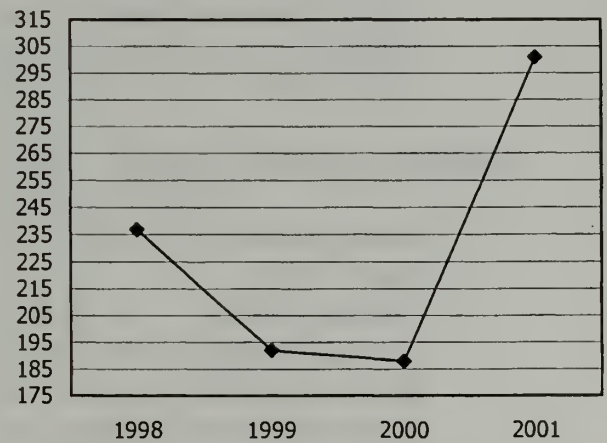
DOMESTIC ABUSE



PARKING VIOLATIONS



VANDALISM



FIRE DEPARTMENT

The mission of the Andover Fire Department is to protect the lives and property of the citizens of Andover as well as the people who work in and visit our Community.

To achieve its mission, the Department strives to prevent loss to property from fire or fire related activities through inspections, training, and maintaining its fire alarm system; loss of life through prompt professional delivery of emergency medical services using both fire and ambulance vehicles. The Department provides programs to increase fire safety awareness among area citizens annually in all schools and whenever requested by private organizations, industries and businesses.

	<u>1999</u>	<u>2000</u>	<u>2001</u>
<u>TOTAL INCIDENTS:</u>	7,866	9,130	9,991
Fires	445	420	420
Rescues	16	21	39
Miscellaneous Alarms	404	528	450
Accidental Alarms	175	180	106
Mutual Aid (Fire Calls)	35	20	47
False Alarms	191	50	207
Violations	0	0	0
Ambulance Emergency Calls	2,427	2,770	2,753
Ambulance Mutual Aid Calls	155	61	53
Fire Prevention Activities	2,040	2,343	2,224
Service Calls	1,501	2,265	2,958
Motor Vehicle Accidents	249	283	521
Training	180	144	177
Co Activation	48	45	36
<u>PERMITS/LICENSES ISSUED:</u>	2,097	1,925	1,990
Smoke Detectors	716	725	602
Report Copies	77	72	85
Blasting Permits	17	7	16
Cutting/Welding Permits	13	15	13
Dumpster Permits	72	58	80
Fireworks Display Permits	1	1	1
Gunpowder Storage Permits	0	0	1
Liquid Gas Storage Permits	69	57	63
Flammable Liquid Storage Permits	1	6	5
Miscellaneous Permits	15	2	2
Open Air Burning Permit	613	571	612
Oil Burner Install Permits	159	112	138
Reinspection Fees	0	0	0

	<u>1999</u>	<u>2000</u>	<u>2001</u>
<u>PERMITS/LICENSES ISSUED (CONT.):</u>			
Commercial Fire Alarm Systems	47	28	69
Special Suppression System Permits	12	6	10
Sprinkler Install Permits	76	62	73
Tentage Permits	0	0	0
Underground Tank Re-certification	10	0	9
Underground Tank Removals	4	57	67
Underground Tank Install Permits	2	9	0
Master Fire Alarm Boxes	133	137	144

FEES COLLECTED:

Ambulance Fees	\$447,726	\$533,572	\$626,211
Permits/Licenses	\$ 34,550	\$ 33,655	\$ 30,145
Fire Alarm Box Fees	\$ 20,550	\$ 20,550	\$ 21,300

<u>PERSONNEL:</u>	69.8	72.8	74
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FACILITIES:

APPARATUS/EQUIPMENT

Central Station, 32 North Main Street

2 Ambulances (1 Reserve)
 1 Ladder Truck (Reserve)
 2 Pumpers (1 Reserve)
 2 Boats
 3 Sedans
 1 Command Vehicle
 1 Brush Truck

West Station, Greenwood & Chandler Roads

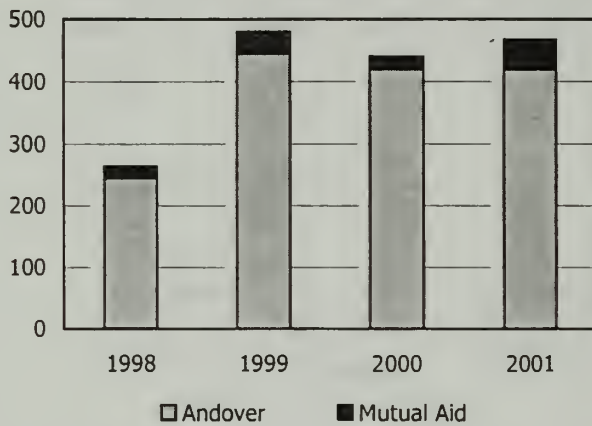
1 Ambulance
 1 Pumper
 1 Fire Alarm Truck
 1 Ladder Tower
 1 Brush Truck
 1 Boat
 1 Lighting Unit

Ballardvale Station, Clark & Andover Streets

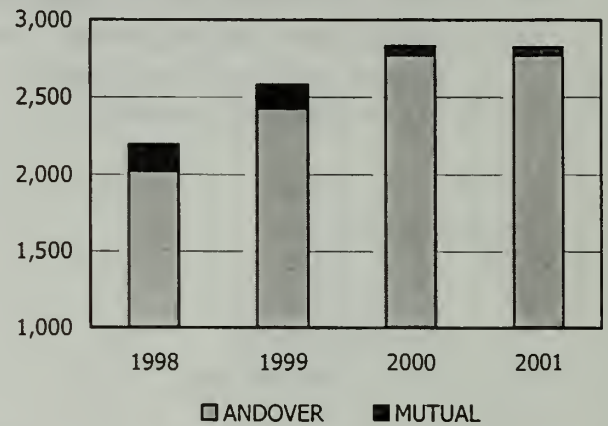
1 Pumper
 1 Boat

FIRE STATISTICS

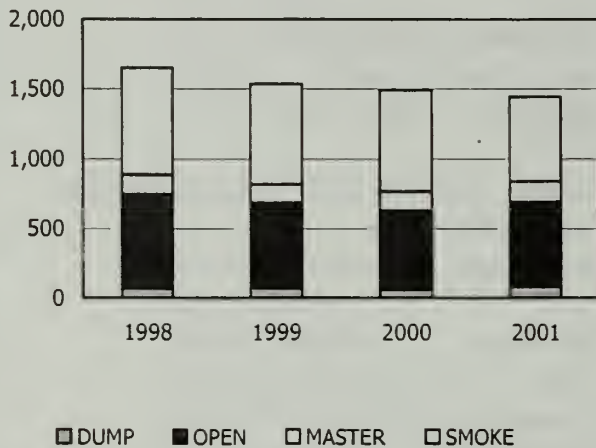
FIRE CALLS



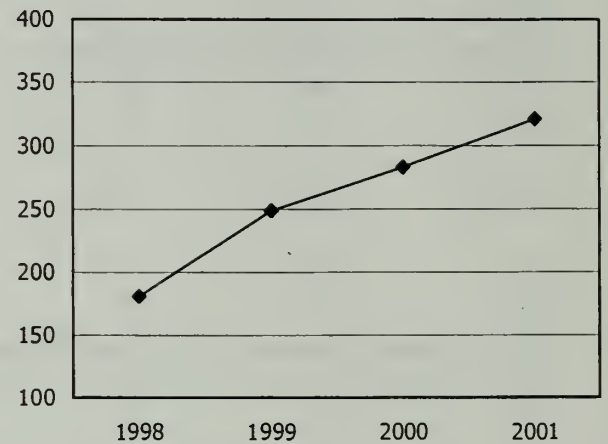
AMBULANCE CALLS *



PERMITS & LICENSES ISSUED



MOTOR VEHICLE ACCIDENTS



* Some ambulance calls which did not result in transport of a patient to a hospital were omitted from the ambulance call statistics prior to March 1999.

ANDOVER YOUTH SERVICES

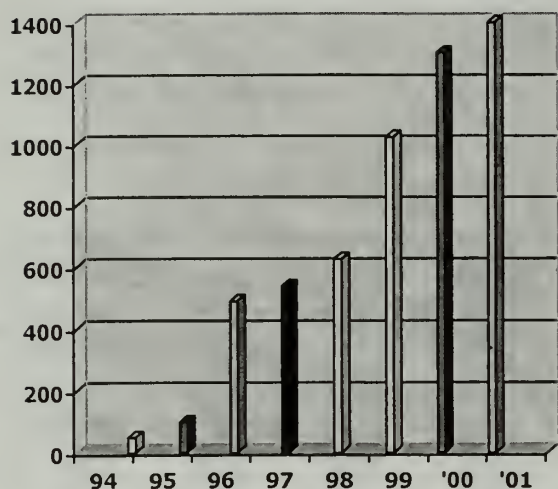
The AYS aims to provide young people useful experiences to promote healthy growth and development. It is our goal to build a network of affordable, accessible, safe, and challenging youth programs that appeal and respond to the diverse interests of young adolescents and their families.

Andover Youth Services (AYS) was established to address the need for an increase in recreational, educational, social, and support programs for the middle school and high school populations within the community. AYS supplies the youth of Andover with programs, services, and activities throughout the year. The AYS provides a direct link that connects youth to their community. Andover's young people face many challenges and it is our mission to develop and maintain a program that has the ability to be flexible and encourages all youth to use their creativity and spontaneity in positive ways.

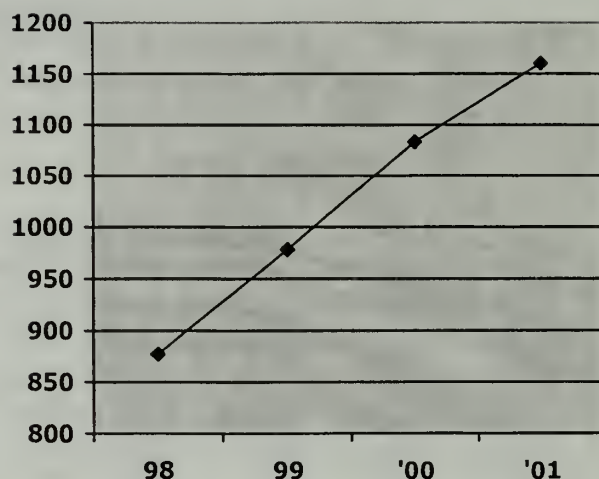
The support piece of the AYS has continued to flourish with an increase in the community service program, our after school adventure-based program, drop in and flexible office hours, court-related services, volunteer and intern opportunities, hospital visits, referrals, college and employment, recommendations, fundraising for youth programs, crisis intervention, outreach, 24-hour emergency response, parent support and education, discussion groups and specialized in-school groups. The AYS remains dedicated to establishing a community-wide network of supportive services for young people.

AYS receives ideas and concepts directly from the young people themselves and then take these ideas and empowers the youth to make them happen. By interacting alongside young people, whether it is handing out flyers or creating plans for a new Youth Center, the programs created and implemented by Youth Services are immediate reflections of what the youth want and need. By staying true to our philosophy, the AYS will continue to provide a diverse range of activities, events, groups and programs for all young people of Andover in the new millennium.

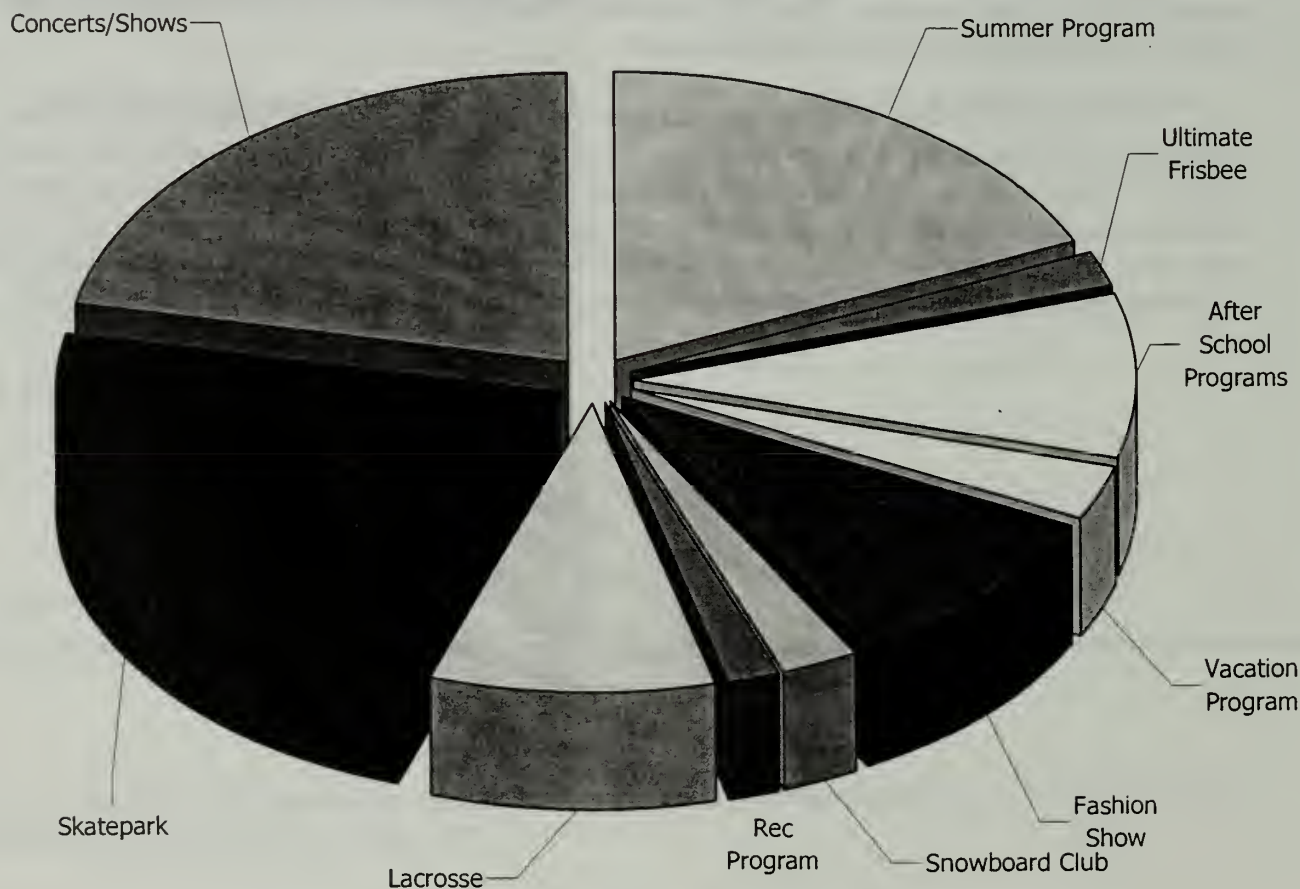
AYS Summer Program Participation



Skate Park Participants 98-01



Breakdown of AYS Program Enrollment



COMMUNITY SERVICES

The Division of Community Services provides the residents of Andover a myriad of social, educational, cultural and recreational opportunities embracing diversity and accessibility for all. Community Services strives to rate the pulse of the community and incorporate ideas into valued programs for its citizens now and in the future.

The Division of Community Services (DCS) offers year round recreational, enrichment and cultural programs for residents of all ages. Through the mutual mission of educating its residents, the Andover School Department and Community Services has an agreement to open the public schools to community use through the DCS. After school programs are held system-wide, while the majority of the evening adult education programs are housed at Andover High School. Programs are held at the public schools, Recreation Park, Pumps Pond, The Park, Senior Center, Greater Lawrence Regional Technical High School and other in-town facilities. Community Services continues to transfuse residents' ideas into valued programs. A vigorous staff effort continually improves services to the Town's residents. Healthy enrollment is attributed to a repertoire of community-based instructors, streamlined registration including FAX, VISA/MasterCard, overnight mailbox and increased identification with the DCS booklet publication. The new look to the program booklet continues with layout improvements making the document user friendly. Enrollments decreased during the first half of the year attributed to weather conditions. Many programs are based outdoors and are easily affected due to fluctuations in the weather. Despite the tragedy of September 11th enrollments increased during the Fall as the nation as a whole returned to local programming.

Family-oriented activities have been popular with our Father/Daughter and Town Hall Dances, seasonal nature walks and yard sales and the Summer pre-school Park events. A hundred people came out to a community skate night at Phillips Academy. The staff assisted the Andover Firefighters with their community 9/11 event in The Park. Many of our popular classes also encourage family participation such as our ballroom dancing, guitar, Mom and me yoga, crafts and cooking classes. The open gym basketball program, which was absent during the high school renovations, returned to West Middle School with a healthy attendance.

The DCS instructors come from all segments of the community. Professionals, specialists, hobby enthusiasts, homemakers, student interns and retired individuals comprise the teaching and leadership staff. This varied instructor base allows DCS with the ability to offer diverse programs. The majority of our instructional staff resides within the Town, however, in several instances, DCS is able to bring in quality programs from outside the region (science, enrichment and sports). Sports clinics, soccer, tennis, fencing and gingerbread house workshops continue to be the most popular youth programs. Top adult choices are ballroom dancing, yoga, golf, Italian Conversation and picture framing classes. Over 200 classes are offered each tri-semester with recent enrollments totaling 4,700 individuals. This year DCS offered 51 new programs for children and adults. In addition to swimming, swim and sailing lessons are offered to the public at Pumps Pond. The sail fleet encompasses six sailboats. Over the Summer months, DCS serves well over 14,000 people.

Several Town Departments participate in offering Town Topics to residents at no cost or low-cost. These programs give residents the opportunity to meet with Town employees on a personal

level. Participants learn about different facets of Town government and resources available to them. Participating this past year were employees from the Police Department, Memorial Hall Library, the Town Clerk and the Inspector of Buildings. The United States Power Squadron also offers a boating safety course each year in conjunction with DCS.

The Andona Society and Rotary Club provided \$2,300 in scholarships to low-income residents for Summer programs. DCS also awarded \$3,200 worth of alternative service projects to residents in need of assistance to attend DCS sponsored activities. The National Recreation and Park Association, in cooperation with the National Football League, awarded DCS a \$1,000 football grant. Two successful flag football programs were run for children ages 6 through 12 in the Fall.

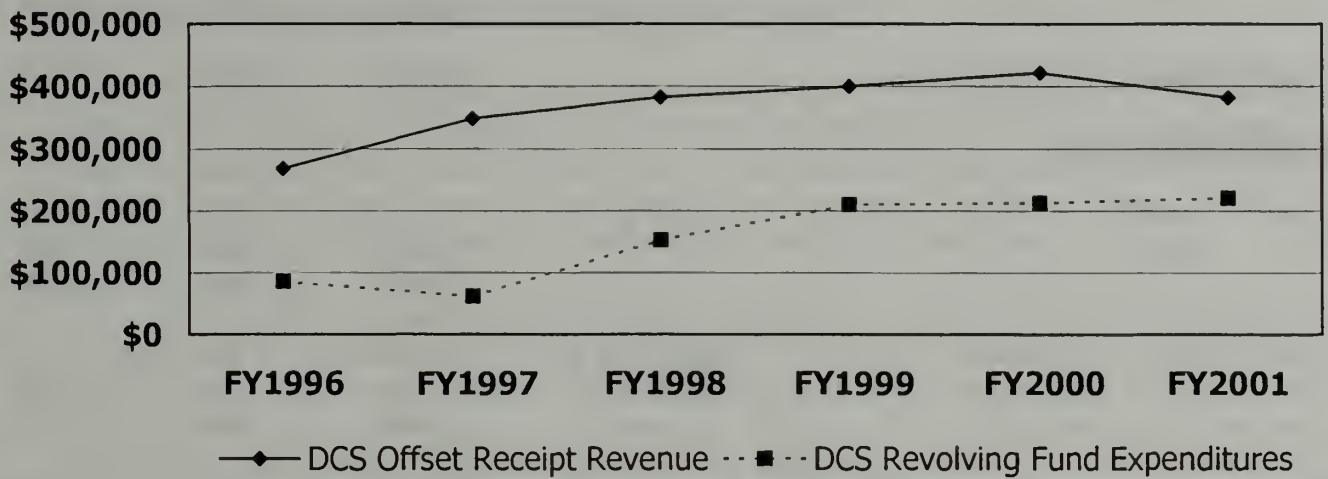
Networking with the community, the DCS continues to develop programs in cooperation with local businesses such as: Body Sense and Dance Infusion, Alternative Leisure, Kaplan, The French and Spanish Saturday School, Kaleidoscope, The Language Advantage, Andover Inn and The National Alliance for the Mentally Ill (NAMI). The new in-line rink at Recreation Park was installed with the assistance of the Andover Youth Services Division and is currently being used for Town programming, private parties and open skate hours. The Division continues to use local resources to compliment its full time staff. Nine Tax Voucher Volunteers work in assisting DCS staff with registration, general office duties and after school and evening programming and numerous students perform community service hours for school or religious education, scout requirements or the Alternative Sentencing Program.

The DCS revolving account continues to provide the ability to sponsor a variety of activities and trips. School vacation programs, Children's Studio for the Arts and Summer Theatre Ensemble, violin lessons, John Smith Soccer, Big Apple Circus, museum tours, a Boston Harbor Island cruise and a trip to Radio City Music Hall in New York are examples of programs that were funded through this account.

COMMUNITY SERVICES

	FY1996	FY1997	FY1998	FY1999	FY2000	FY2001
DCS General Fund Offset Receipts	\$268,766	\$348,812	\$382,952	\$400,000	\$422,000	\$382,228
DCS Revolving Account	\$85,556	\$61,166	\$152,911	\$210,750	\$213,132	\$220,675

REVENUES



<u>FALL PROGRAMS:</u>			<u>1999</u>	<u>2000</u>	<u>2001</u>
Classes:	Youth	ages 2-18	990	1,148	947
	Adults		<u>820</u>	<u>649</u>	<u>621</u>
			1,810	1,797	1,568
	Harvest Ball		250	200	163
	Special Events/Trips		150	150	127
	Andover's Fire Department Day (911)		N/A	N/A	575
	Santa Parade Concert		150	123	N/A
	Holly Ball	ages K-5	N/A	N/A	200
	Mitten Collection	all ages	<u>800</u>	<u>1,200</u>	<u>1,500</u>
			1,350	1,673	2,565
Total Participants in Fall Programs:			3,160	3,470	4,133
<u>WINTER PROGRAMS:</u>					
Classes:	Youth	ages 2-18	952	1,181	1,196
	Adult		<u>928</u>	<u>688</u>	<u>902</u>
			1,880	1,869	2,098
Ski Programs:	Bradford	grades 3-8	240	230	217
	Nashoba	grades 6-8	<u>90</u>	<u>50</u>	<u>50</u>
			330	280	267
Youth Vacation Basketball:		grades 1-5		359	183
Basketball League:		grades 1-3	240	320	280
Adult Basketball League:			120	120	120
Special Events/Trips:			250	125	159
Father/Daughter Dance:		grades K-5	<u>250</u>	<u>250</u>	<u>N/A</u>
			860	1,174	742
Total Participation in Winter Programs:			3,070	3,323	3,107

DIVISION OF ELDER SERVICES

The mission of the Division of Elder Services is to identify, develop, implement and advocate for programs and services designed to enhance the quality of life and independence of elders in the community, and to provide a focal point in the community where these programs and services can be easily accessed by elders and their families.

The Division of Elder Services and the Senior Center extends sincere appreciation to all staff, volunteers, students, town officials and other members of the community who are dedicated to creating and providing programs and services of the highest caliber to the community.

SERVING THE GROWING COMMUNITY OF ELDERS

Another year of programs and services at the Senior Center demonstrated the growing needs of the nearly 5,200 members of the Andover Community of Elders. Within this report charts and graphs document the Division's activities and services. Significant increases continue in many service categories, especially services provided outside of the Senior Center. In other categories, offerings were limited due to lack of space, parking and staff time.

Waiting lists continue for many programs, classes and activities and the Center struggles to keep class sizes appropriate for the activity, the environment and student needs. Over-enrollment led to the need to divide classes for the first time in the history of the Center bearing out the demographic projections of a doubling to tripling of the elder population in the next several years. The demand is clearly outstripping the ability of the Center to meet the needs of its customers. Yet, creative, award-winning programming continued to draw the interest of an increasing number of elders. Spirituality and Wellness Programs topped the list of innovative programs and services.

INTERGENERATIONAL PROGRAMS CONTINUE

Senior Center Intergenerational Programs provide opportunities for students of all ages to learn together. This year the Senior Center and the Doherty Middle School strengthened intergenerational ties by co-sponsoring the Literary Lunch program in which senior citizens and middle school students and their teachers learned together by reading and discussing great literature over lunch. Ten eighth grade students paired with ten senior citizens and two teachers who met monthly throughout the school year sharing and delighting in great literary works and in each other.

At the college level, for the first time, Merrimack College Sociology Department required students enrolled in the Sociology of Aging course to formally interact with older adults from the Andover Senior Center. This "exchange" learning program provided the framework for 35 college students and 25 elders to learn together and from each other in the college classroom setting and at the Senior Center. Topics covered included Ageism, Medicare, Privatization of Social Security and the Politics of Aging.

The Bancroft School/Senior Center mentoring program for at-risk students partnered

senior citizens with pupils identified by the school as individuals who could benefit from developing a personal relationship with an older person. Mentors meet their student friends weekly during the school day for one hour.

The Senior Center continues to work with children of all ages in the classroom and at the Center. Some programs are simply for fun, others are educational in nature and still others provide a very special way for children and elders to become friends and enrich each others lives.

Students from the Greater Lawrence Vocational School continue to do clinical placements with the *Senior Connections* Program. The Community Service Program at the Doherty Middle School provides students the opportunity to volunteer one class period each week at the Center. Andover High School students participate on many levels, for example, with various computer programs, special events at the Center and as “Snow-Busters” providing the invaluable service of shoveling after snowstorms to prevent an elder from becoming snowbound. Moms and tots have developed playgroups at long-term care and assisted living facilities and the elders and youngsters have enjoyed new multi- generational friendships.

Seniors participating in the Tax Work Off Program continue to provide support to many Town departments and are particularly visible in the schools where they provide “one-on-one coaching” to students in the library, classrooms, and computer labs.

EVENING AND WEEKEND PROGRAMS

Evening and weekend program staff joined the Senior Center team of professionals to meet the long-standing goals of: 1) combating isolation and depression; 2) creating more opportunities to participate in the award winning programs and services of the Center and 3) reducing wait lists.

SOCIAL SERVICES

The social worker at the Senior Center provides a full range of casework, support groups, individual and family counseling, assessment and coordination of services. The effects of an increasingly frail at-home elder population and changes in federal and state funded services provided to elders by other agencies continues to place increasing demands on the Senior Center.

State budget cuts affecting services provided by the Center, particularly the Nutrition Program, as well as services provided by other agencies has proved challenging and frustrating. As in-home services are reduced, the *Senior Connections* Program offered by the Center becomes more important to elder and their families. It provides an individualized package of programs and services to enhance the quality of a senior’s life and enable them to participate in a variety of programs both at the center and in the community. It is vital to the continuity of families.

In the following statistical report, the various categories of Social Services demonstrate the importance and continued need for this type of service. Additional case coverage provided by contract with Family Services of Greater Lawrence was negatively impacted by state budget

cuts. Next year's Town budget reflects a decrease in this valuable service as we struggle to keep basic services in place. As a result, social services at the Center will continue to be an area of concern, as will outreach, planning and administration for the next several years. Coordination with other agencies will continue to be a priority as we seek to minimize the negative effects of state budget cuts on the local level.

HEALTH, WELLNESS, NUTRITION, THE GENERATIONS, AND ADVOCACY

Health, Wellness & Nutrition

The Center provided a variety of opportunities for elders to maintain, enhance and improve their health. Health programs designed specifically for women and for men were offered and well attended. Strength training, massage therapy, Chi Gong, aerobics, Reiki, Tai Chi and Yoga classes realized dramatic increases in the numbers of participants. Programs utilizing Mind-Body techniques, which many health professionals recommended as a means to compliment more traditional treatment methods for stress reduction and hypertension, continued to be successful.

The age range of participants continues to widen as more and more people over 50 seek and find what they need at the Center. Staff was trained in the Stanford University program "Managing Chronic Conditions" which was offered and incorporated into the routine offerings at the Center.

While the number of meals decreased early in 2001, by the end of the calendar year, with improved staffing and products, the number of meals began to increase. Changes in the economy and the effects of state budget cuts are driving up the number of meals served daily at the Center and in the Meals-on-Wheels Program. Since bringing the operation completely in-house, we have been better able to address the nutritional needs of those participating in the program.

GOALS & OBJECTIVES

The staff and Council on Aging analyze statistical data annually, raise questions about effective service delivery and plan for the future, continuously seeking to identify new needs and improve the delivery of services. Continuing goals and objectives focus on improving social services, programs, intergenerational opportunities, education, volunteer opportunities and various administrative operations, including the improved transportation and initiation of the first phase of Senior Center Accreditation.

THE COUNCIL ON AGING, THE SENIOR CENTER TASK FORCE AND THE CAMPAIGN FOR A NEW SENIOR CENTER

At the end of 2001, the Board of Selectmen appointed twelve citizens to the Senior Center Task Force. Selectman Mary Lyman was appointed as the Board's Liaison to the Task Force and Dorothy Bresnahan was appointed as Council on Aging Liaison. The members of the Task Force represent diversity in age, opinion and experience in the life of the community. Based

on the well-documented premise that Andover needs a new Senior Center, the charge of the Task Force is to provide the Board of Selectmen and the Town Manager with a report and recommendations for a new Senior Center facility before March 31, 2002. The report will include recommendations regarding the following:

- a) Previous options, sites, financing;
- b) New options, sites, financing; and
- c) Free-standing Senior Center and or a Senior Center in combination with other municipal/community uses.

The Task Force held its' first meeting in December 2001 and set a rigorous schedule of weekly meetings to complete its' tasks. The Task Force will seek public input and will present their final report to the Board of Selectmen on April 1, 2002. After the presentation, the report will be available at various locations including the Senior Center, the Memorial Hall Library and the Town Offices.

ELDER SERVICES STATISTICS

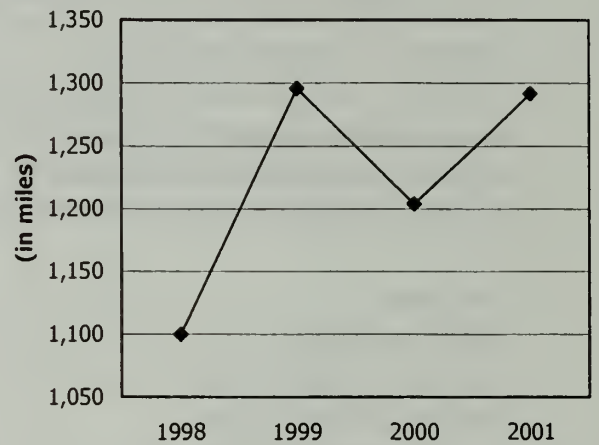
	1999	2000	2001
Social Day Program/Sr.Connections			
Number of Unduplicated Elders	36	38	47
Instructional Classes	555	603	592
Number of Unduplicated Elders		439	470
Lectures & Seminars			
Number of Unduplicated Attendees	978	845	875
Number of Sessions	24	33	40
Nutrition			
Meals-on-Wheels	11,770	13,396	12,023
Number of MOW Clients	112	128	131
On-Site Lunches Served	<u>9,117</u>	<u>10,835</u>	<u>10,202</u>
Total Number Meals Served	20,887	24,231	22,223
Number of Special Events	43	48	48
Medical Transportation			
Number of Volunteer Miles Driven	12,817	9,226	14,230
Number of Rides	1,296	1,204	1,292
Number of Riders	184	178	112
Number of Volunteer Drivers	25	30	28
Friendly Visitor Program			
Number of Clients	104	105	95
Number of Visitors	88	90	88
Senior Center Volunteers	320	349	349
Number of Hours Served	25,855	34,807	50,683
Value of Service @ \$13.53/hr	\$349,818	\$470,938	\$485,385
Tax Work-off Program			
Number of slots	110	130	140
Number of hours	11,000	13,000	14,000
Value to Town @13.53/hr	\$148,830	\$175,890	\$189,420

ELDER SERVICES STATISTICS

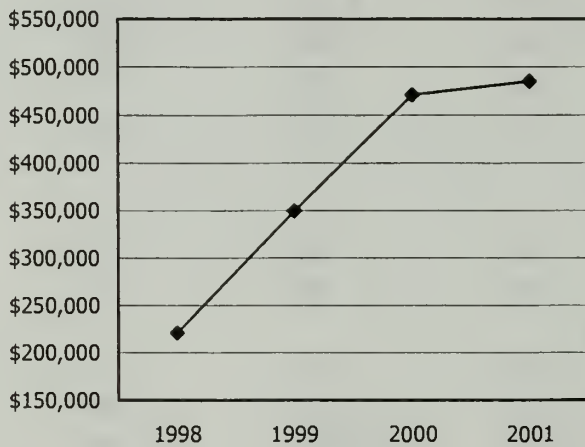
MEALS SERVED



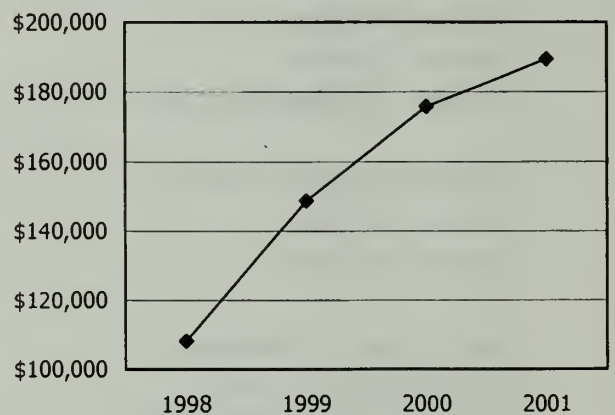
MEDICAL TRANSPORTATION



VALUE OF VOLUNTEER SERVICE



TAX VOUCHER PROGRAM VALUE TO TOWN





ANDOVER PUBLIC SCHOOLS

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Eric J. Nadworny, Chairman
Gerald F. Gustus, Secretary
Richard J. Collins
Frank M. Eccles
Tina B. Girdwood

CLAUDIA L. BACH, Ed.D.

Superintendent of Schools
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ANNUAL REPORT

2001

Andover School Department

During the 2001 school year the student population in the Andover Public Schools rose to 5,886, up from 5,785 the year before. Currently, the students, along with more than 700 professional and support staff, are housed in one 9-12 high school, two 6-8 middle schools, four K-5 elementary schools, and one K-2 controlled choice school.

On May 23, 2000 a debt exclusion referendum for the sum of \$31,938 for "constructing, originally equipping and furnishing a new elementary and new middle school" was passed at a general election. Shortly after, the Town executed a contract with John T Callahan & Son Contractors, and groundbreaking for the two new schools was celebrated on Friday, October 6 at 4 P.M. The School Building Committee comprised of Mark Johnson (Chair), Jack Driscoll, Bernie Morrissey, Alan Champagne, Ray Hender, Tina Girdwood (representing the School Committee), and Claudia Bach (Superintendent of Schools) met monthly to oversee construction. In March 2001 Tom Deso replaced Ray Hender, who stepped down to assume a position on the Board of Selectmen.

In fall 2000 the School Committee appointed a task force charged to develop a proposal for redistricting the current elementary and middle schools, and on May 8 the Committee voted to approve Elementary School Option 3 and Middle School Option 2. In fall 2002 more than 1,300 students will be redistricted. Transition activities began in fall 2000, in which principals organized a variety of welcoming activities to introduce students and their families to their new school communities. In spring 2002 principals will plan additional activities to say good-bye to students moving on to other schools. In spring 2001 the Superintendent and President of Andover Education Association visited schools to receive input for staffing the new schools. Teachers broadly supported a plan that would result in balanced faculty profiles at all ten schools. The plan, with mostly voluntary and some involuntary transfers, is to be completed by March 2002. When the new schools come on line in fall 2002 we will bring to a close the overcrowded conditions in our elementary and middle schools, a situation that has limited important programs and activities in recent years for the students of the Andover Public Schools.

The FY'01 appropriation of \$42,554,797 permitted the school department to move forward in several areas described below, but some initiatives and programs were slowed due to budget constraints. The combination of overcrowded schools and limited funds provided ample challenge for the professional staff to deliver a quality educational experience for all students.

School Committee and Central Administration

The five elected members of the School Committee usually met twice monthly during the year. At the March election Mr. Skip Eccles ran unopposed. At its first meeting following the election, the Committee elected Mr. Eric Nadworny, Chairperson and Mr. Gerry Gustus, Secretary.

In January 2000 the Superintendent appointed Ms. Norah McCarthy Principal of Wood Hill Middle School, effective July 2001 and Ms. Brenda O'Brien Principal of High Plain Elementary School, effective July 2002. Ms. McCarthy was assigned to oversee all educational and program aspects of the construction projects of both schools. Ms. McCarthy shared on-site office space with Project Manager Phil Tuminelli in order to make timely construction decisions affecting educational programs. In addition, Ms. McCarthy directed purchasing of furnishings, equipment and supplies, and organized aspects of the student transition and staff transfer processes. In May 2001 the Superintendent appointed Mr. Scott Morrison, Assistant Principal, to the position of Principal at Bancroft, and during the summer appointed Ms. Joyce Fahy-Laundre to the position of Assistant Principal at Bancroft. In summer 2001 Ms. Vicki Simms resigned her position as Principal of West Middle School to assume the position of Assistant Superintendent in Bedford. After a successful search the Superintendent appointed Ms. Kathleen Hammond, Associate Principal of Comprehensive Grammar School in Methuen, to the position of Principal of West Middle School.

In the spring, with substantial input from teachers, administrators and Townwide PTO, the School Committee approved the Goals and Objectives for the 2001-2002 school year. They are:

- Over-riding goal:** Ensure exemplary schools for our children
- Working Goal:** Focus on on-going improvement of teaching and learning to ensure continued student progress
- Goal 1:** Base all decisions under the basic assumption that each child is a constant learner
- Goal 2:** Strive towards exemplary schools in areas of curriculum, instruction, assessment, professional development and support services
- Goal 3:** Promote positive and productive working relationships among all members of the school community
- Goal 4:** Commit to developing and maintaining exemplary facilities
- Goal 5:** Work with Town officials and the community-at-large to implement strategic School/Town planning that results in high quality schools

During their annual Summer Retreat the School Committee affirmed their 11-point Vision Statement for Andover Schools, which reads:

In our vision, an exemplary school system...

1. Focuses on the education, development and well being of all students; everyone shares the conviction that we should have the best possible school system.
2. Offers a rigorous and challenging academic program to inspire the best efforts of students at every level.
3. Respects fine teaching; encourages teachers to continue as active learners throughout their careers.
4. Respects parents as vital participants in their children's education, and invites their involvement in the schools.
5. Has leadership that provides a sure sense of direction to the system, inspiration to the staff, and strong advocacy in support of teachers.
6. Offers stimulating extra-curricular programs in the arts, athletics, and community service.
7. Provides a caring support staff to enable the system to increase achievements.
8. Places high value on community involvement and encourages on-going mutual communication with townspeople and community organizations.
9. Recognizes and celebrates accomplishments of both students and staff.
10. Holds individual teachers accountable for maintaining high standards.
11. Works with under-performing students to help them achieve success.
12. Is always evolving—not standing still—with teachers, staff and administrators constantly seeking ways to improve their schools.
13. Exhibits a culture of shared values, good citizenship and mutual respect in every school.

In fall 2001 the School Committee and the Andover Education Association began contract negotiations. As a result of training in spring 2001, the parties, including administrators, agreed to conduct the negotiations using the Interest-Based Bargaining method (IBB). The method requires the parties to bargain on the basis of shared interests. The shared interests agreed upon were: 1) raising student achievement, 2) recruiting and retaining the best teachers, and 3) ensuring community support for the agreement. IBB also required the parties to bargain on the basis of standards, agreed-upon criteria, and mutual respect. The parties reached a tentative agreement on May 9, ratification by the Association membership occurred on May 31, and the School Committee voted to approve the agreement on June 5, 2001. The new contract extends from September 1, 2001 to August 31, 2004. The parties further agreed to establish sub-committees to work on items that required substantial time to resolve. The sub-committee reported back to the larger group in fall 2001 and will report in spring, 2002.

As a result of the annual School Committee Retreat in the summer, 2001, the Committee directed to Superintendent and her staff to undertake the following:

- Develop a short-term space needs plan for Andover High School
- Work with teachers, administrators and parents of the current middle schools to discuss middle school philosophy
- Continue the Teacher Mentor program and expand to include an Administrator Mentor program
- Establish a summer remediation program for students who did not pass the MCAS test at grade ten
- Continue to work with the high school principal to address concerns regarding grading, course offerings, and requirements for graduation
- Continue pilot of the professional growth evaluation model for teachers, and expand to include similar model for administrators
- Establish portable computer labs (labs on carts) at middle schools and South School to increase integration of technology into the curriculum and to help ease over-crowded conditions

Assistant Superintendent – Curriculum, Instruction, Assessment and Professional Development

Annually, it is important to reflect upon the accomplishments of the teachers and administrators whose thoughtful work contributed to meeting the second year educational goals of Andover's five-year curriculum plan. One hundred sixty-seven teachers, six assistant principals, six high school program advisors, five elementary principals, two middle school principals, and four K-12 program coordinators worked diligently during the school year and in the summer to develop a coherent and quality educational program for Andover students.

Andover teachers implemented new and/or revised programs in social studies (grades 5, 8, & 10), mathematics (grades K – 3) and Calculus (level 1 and AP), Biology (Levels 1, 2, 3, and AP), English language arts (grades 1, 5, 6, 7, 8, 10, and 11), French (grades 7 & 8) and Spanish (grades 7, 8, & 10) through a planned and coordinated set of strategies aimed at achieving the district mission and vision of curriculum and instruction. The program implementation included new teacher-developed curriculum guides and materials, teacher-developed evaluation materials designed to determine student achievement of the Andover Curriculum Standards and Benchmarks, and a \$373,000 expenditure for new textbooks and curriculum specific computer software.

Professional development training centered on the district goals of content-related coursework in mathematics, science, social studies, and English, diversifying instructional strategies in the classroom, writing in the content areas, and technology. The Staff Development Commission provided seventy-eight inservice courses for teachers to take on campus during the school year.

Andover students participated in local, state, and national testing programs during the past year. Students in grades 1 – 11 took mathematics and science tests developed by Andover teachers and administrators to measure each student's performance in achieving the grade level benchmarks. Grade 3 students took the Iowa Test of Basic Skills Reading Test in vocabulary, reading comprehension, and spelling in April 2001 and 98% of the third graders tested, including those with special needs who may have accommodated testing procedures, and students with limited English, met the state reading goal.

I am pleased to report that our fourth year MCAS test scores reveal that Andover student scores are 5 to 15 percentage points above the state average in all five subject areas tested: reading, English language arts, mathematics, science and technology/engineering, and history and social science. Additionally the number of students who scored in the "needs improvement" and "warning" categories decreased overall by 5 to 10 percentage points in each of the subject areas.

Our students are doing well in the areas of reading (98% passing at grade 3), English (average of 97% passing at grades 4, 7, 8 and 10) and mathematics (average 92% passing at grade 4, 6, 8, and 10). These results underscore the thoughtful and diligent work of every Andover teacher who provides an excellent daily education for our students. I applaud their commitment to our youth. Overall, Andover ranked 20th in the state on the fourth round of MCAS testing.

In the area of college admission test scores, 96% of Andover High School Students took the SAT I with a high score of 1119. One hundred forty-two students took 254 Advanced Placement examinations and achieved an average score of 3.7. The class of 2001 had 4 semi-finalists and 16 commended students recognized by the National Merit Scholarship Program.

Several Andover administrators, Brenda O'Brien, David Nichols, Cheri Webb, and Marinel McGrath wrote and received \$1,198,050 in state, federal, and private foundation grants. The grants funded curriculum development and professional development opportunities for teachers and administrators in the areas of mathematics, science, reading, writing, social studies, technology and media, health education, assessment development, and special education.

In summary, the initiatives in curriculum, instruction, assessment, and professional development continue to advance the coherence and quality of our educational program. There are many goals yet to realize which are dependent upon high levels of budget funding. Our professional staff must have the resources if we are to continue to be competitive with similar school districts in developing and providing a high quality educational program for all of our students in the Andover Public Schools.

Business Office

The primary responsibility of the Business Office is the development and oversight of the School Department Budget. This includes constructing the budget, monitoring expenditures, administering the financial provisions of labor contracts, purchasing, preparation of the Five Year Financial Forecast, development of the Five Year Capital Improvement Plan and tracking grant awards and disbursements. In addition to financial oversight, the Business Office is responsible for facilities management, system-wide technology, student transportation, preparing student population projections, school and district emergency management, custodial services and food services.

- The Annual Five Year Capital Improvement Plan was updated to reflect the current and projected needs of the School Department. In conjunction with building principals and the Department of Plant and Facilities,

priorities were set and cost estimates established. The plan was submitted to the Town Manager in September to be included in the Town's annual Capital Improvement Program for Fiscal Year 2003.

- The Information Systems (IS) Department continued to provide training for administrators and support staff at the eight schools in the use of student management software. The IS Department also worked on a long-range project to implement special needs software at all schools. This included installing new hardware and software and training users to create Individual Education Plans from remote locations for use by the Pupil Personnel Office.
- The Five Year Financial Forecast is an important management tool that is annually updated to reflect anticipated costs.
- To date, dozens of meetings with teachers have been held to discuss Retirement Plus, twenty-eight teachers have been processed for accelerated payments to the State Retirement System and over three hundred teachers have been converted to Retirement Plus.
- With two new schools coming on line in 2002, a Redistricting Task Force was established. The Business Office played a vital role in providing the Task Force with information about bus routes and current and projected enrollment data.

Human Resources Office

This was the year of collective bargaining for the Human Resources Department. HR staff was involved in researching data for the negotiating teams, and the Director participated in negotiations with the following units: Andover Teachers, School Secretaries, Instructional Assistants, Town Independent Employees and AFSCME/Town DPW and Plant and Facilities employees. Three of these contracts have been settled and two are nearing settlement. The negotiating process with these unions and associations can be characterized as both professional and problem solving. Union negotiating teams and management worked collaboratively to address many issues brought to the table by both sides.

Recruitment, as always, played a major role in our daily operations. Last spring and summer, the school department hired 64 new employees. Most of these were teachers, although 18 of these were hired on a temporary basis to replace permanent staff on leaves, chiefly maternity leaves. On the Town side, 32 new hires were made, including four new firefighters and four new police officers.

Due to the diligent efforts of our Benefit Specialist, the occupational health nurse, and the Town's insurance agency, six, costly long-term workers' compensation claims were settled, thus paving the way for much-improved insurance premiums in the years to come. The efforts of this group have also made enormous headway in reducing other expenditures related to a variety of other workers' compensation claims. The Town/School Safety Committee has also been instrumental in increasing employee awareness of safety issues through training and employee newsletters. Congratulations to all involved in this effort.

Finally, September 11th also hit home in the Human Resource Office. Field Sergeant Stephen Fields, Human Resource Coordinator, was called to active duty two hours after the bombing of the World Trade Center. He will be on active duty through September 2003. His contribution to our work is sorely missed, and we look forward to his safe return.

School Reports:

Andover High School

▪ Foreign Language Department

The Foreign Language Department expanded this year, 2001-2002, to offer American Sign Language. It was extremely well received. One hundred fifty-five students subscribed to the course, but only two sections were offered, accommodating fifty-eight requests. Latin I and Latin IV/AP are in the course catalogue for 2002-2003. Latin II - IV are presently offered. The Latin teachers are willing to have larger classes in order to offer these two new courses. They are aware we can not hire more teachers. The Foreign Language Department continues to offer French I - V, German I - III, and Spanish I - V and Advanced Placement Spanish.

▪ Science Department

This past year the department developed and implemented a lab report rubric to evaluate student work. Also the ninth grade program has integrated the use of a digital camera, obtained through a Punchard grant, into the environmental project. A new course, team-taught by a math teacher and a science teacher, entitled Communication and Communication Technology, is being offered. The material, equipment and supplies for the course were funded through a grant from Verizon.

▪ The Mathematics Department

The Mathematics Department is implementing a new program for our level three students called Integrated Mathematics. This program will help the students gain a strong foundation in Algebra I, Algebra II and Geometry by using a hands-on integrated approach. We have incorporated a series of Calculator Based Laboratory experiments into the Algebra II and Algebra III curriculum to help the students gain an appreciation of Algebra by doing hands-on experiments. In the fall we administer the Mathematics League

Olympiad to our sophomores, juniors and seniors who are in the advance program. In February, the advanced mathematics students compete in the American Mathematics Competition.

- **Social Studies Department**

The Social Studies Department has continued its process of change throughout the 2001-2002 academic year. We are currently in year four of a five-year curriculum design plan for aligning and our curriculum with the Massachusetts State frameworks and updating our offerings for students. During the summer of 2001 members of the department completed the development of two new course offerings – *Economics* and *Democracy and Media Literacy*. In addition to writing the new curriculum, the department has also acquired a new textbook for each of the courses, Prentice Hall's *Economics: Principles in Action* and Longman's *The Media in American Politics*. In addition to implementing our new courses, the realignment has allowed for juniors to now elect to take AP US History, AP Modern European History, Anthropology, Psychology or Odyssey in their junior year where previously they were restricted to one of two courses. Our original goal was to offer two additional elective courses as part of phase two (2002-2003), however, budgetary constraints appear to make this impossible. As always, the motive behind these changes is not merely meeting state guidelines, but more importantly, providing a better quality education for our students.

- **English Department**

The new 9th grade curriculum is in its second year of operation; it was assessed by a team of 9th grade teachers at the end of last year, and at that time, we decided to require both a writing portfolio and a reading response journal from each student. These two components, we hope, will help us better assess if the goals of that curriculum, improvement in the depth of reading and in the power of writing, are being met. Plans are currently under way to collect and file these portfolios, pass them on from year to year and eventually end up with a record of four years of students' writing work. We plan to assess each curriculum every year, and this year, we are making plans to include parents and students in at least part of our assessment teams. The 10th grade curriculum and a newly aligned 11th grade course are in their first year of operation, and the exciting work in methodology done by teams of teachers last summer is paying off in some powerful units which include texts, like Poisonwood Bible, which are completely new to our curriculum. Scheduled for realignments this spring are courses like Dominant Ideas and Masterpieces, which have never been realigned with the Frameworks but have been in operation here for many years. Chuck Wettergreen, as a result of the work he and Peggy Fenton did in accordance with the new teacher evaluation program last year, is making great strides in the use of Powerpoint as a presentation tool for students. In fact, he is building a whole library coordinated with the texts he uses to reinforce work on the elements of those works.

- **Counseling Department**

The Counseling Department expanded group counseling programs this year. Current group topics include grief, cognitive skills, young women's issues, young men's issues, transitioning to the high school (new students), and eating disorders. The Peer Mediation program trained thirty-five mediators this fall and the number of high school students accessing services increased substantially. Counselors invited numerous college admission representatives to lunchtime meetings with the goal of fostering relationships and promoting the strengths of Andover High School. Early admission results were encouraging and included acceptances from Harvard, Amherst, MIT, University of Pennsylvania, Cornell, Boston College, and Tufts. An evening workshop for senior parents was added to the fall schedule and Choice, Not Chance college planning program continues this spring. In January, a reception was held for local therapists to explore new ways to match high school students and families with community resources.

Doherty Middle School

Doherty continues to look within as well as outside the school for chances for students to exhibit their work and expertise. Examples include writing both for the school paper and for the Greater Lawrence Collaborative's publication, *Applesauce*. Artwork is sent to various contests. Math Counts, Math Team, and Continental Math League all allow students to compete on a challenging level.

A Corbett grant allowed us to fund Star Lab, a traveling planetarium, that enabled students to stretch their minds around a new perspective and encouraged them to produce thoughtful projects. Pilot programs of varying degrees were instigated. Everyday Math was one, which will result in a probable addition to the curriculum. A portable computer lab was introduced to ease the crush within the permanent labs. This portable lab was deemed a success by teachers and students and will be continued. Underlying everything done at Doherty is the ongoing commitment to the middle school philosophy.

Doherty is very proud of its extensive extra-curricular programs. This year we asked for and were given the funded position of coordinator to better manage our large number of offerings which service over 90% of our students at one time or another. We also continue to have many special activities during the school day throughout the year such as Career Day; Selborne Project; days for biographies, heroes, and traditions; the Foyer Wall; and Community Outreach, to name a few.

West Middle School

The appointment of a new principal at West Middle school has provided for a comprehensive assessment of prior practice. This year we have strengthened our commitment toward the achievement of a true middle school concept. We are using the Carnegie Report, Turning Points 2000, as our guide in this process. The clear indicators of our progress include;

- Expanded home-school communication
- Achievement of team concept
- Increased opportunities for student engagement

Our School Improvement Council has been working diligently to reflect parent input in the over-all school culture. The results of a recent parent survey will be used to improve our vehicles for home-school communication.

Staff schedules are being reworked to include more team planning and block teaching time. Students are provided with greater selections in extracurricular activities. The ability to make choices has provided a more significant investment in their daily school life. Our awareness of a true middle school has been heightened. We enthusiastically embrace the challenge to create a place that is ever mindful of the link between learning and physical and emotional health.

Bancroft Elementary School

Once again, professional development continues to be a major initiative at the Bancroft School. Our formalized M.E.N.T.O.R. Program (Meaningful Exchange Needs Time Opportunity and Reflection) has been using the Master Teacher Program and interested faculty members to promote in-house professional development. Other initiatives that were/are being developed include:

- 1) The development of our A.J.A.S. Program (Alliance of Juniors And Seniors). This program is being developed in conjunction with our theme of "Building Bridges." As a school we have "built a bridge" to the Council on Aging and are forming a partnership that will benefit both our students and the senior members of our town.
- 2) We continue to use the John Collins Writing Program to assist us in writing across the curriculum. The philosophy of the Collins Writing Program is that writing can enhance the learning process of any subject at any level. Last year we had almost the entire teaching staff trained and this year we are in the process of training new teachers as well as instructional assistants.
- 3) The Bancroft continues to be a leader in AlphaSmart technology. This year we have been adopted by the Bedford Public Schools to assist them in the implementation of the AlphaSmarts into their curriculum. Both teachers and students from Bancroft will be visiting Bedford to mentor them in this endeavor.
- 4) We are also continuing the development of the social competency program – Open Circle. We have extended the program to the 2nd grade and have trained a kindergarten teacher as a consultant in the program. In that role, the teacher will provide in-house expertise to our primary grade teachers who have been trained.

Henry C. Sanborn Elementary School

On the WRITE Track, our school-wide theme defined a major initiative in writing across the curriculum. Staff adopted the theme after analysis of the performance of grade four Sanborn students on the spring 2000 MCAS results for long composition and open response questions. Coincidentally, a number of parents responding to our School Improvement Council Needs Assessment included comments on the need for increased writing opportunities for their children. Over the past year, most of our staff has attended writing workshops on the "John Collins" writing method. Staff members have also committed themselves to a yearlong Sanborn Writing Project. We have worked together to develop a common set of writing values, and consistency in the evaluation of student work and writing expectations across each grade level. Student writing activities will culminate in a school-wide, all day Sanborn Writers' Conference on March 21, 2001.

A second major initiative centers on technology integration. Last fall, all Sanborn staff was surveyed (TAGLIT) on a variety of subjects including current technology programs as well as their individual training needs. Survey results have been used to develop long and short-term plans to fully integrate technology into our elementary curriculum. A laptop computer has been purchased for each of our fourth and fifth grade teachers, staff has been trained, and a mobile, wireless laptop lab has been in use by our fourth and fifth grade students.

As a result of the School Committee decisions on redistricting, a third major initiative was the planning and coordination of a series of transition activities for our students who would be leaving to attend West Elementary and the new school at Cross Street in the fall of 2002 and to welcome the new students who would be arriving from South. Activities included coffees for parents, the distribution of our monthly PTO newsletter, the *Sanborn Yellow Pages*, to our new families, an open invitation to all school events, pen-pal exchanges among students, and student visits to their new schools on "Move Over Day" on April 23rd.

The last major initiative was the reassignment of Sanborn staff to the new schools or to new teaching teams at Sanborn in order to achieve a balanced faculty profile across the district.

As is true each year, we could not have achieved our goals without the strong support, through financial contributions and volunteer service, of our Sanborn parents. In addition, seven senior citizens contributed their time and energy to our media center and classrooms through the Tax Voucher Program. Our classrooms were also enriched through the efforts of our wonderful student teachers from Merrimack College. Thank you to all of the citizens of Andover for your continued support!

Shawsheen Elementary School

Shawsheen's theme, "Operation Ocean", proved very appropriate for the successful launch of our first Full-Day Kindergarten pilot program this September. After receiving a Massachusetts Department of Education competitive planning grant to study various Full-Day Kindergarten models, Shawsheen staff conducted a summer professional development workshop with Kindergarten representatives from across the district to design a program/curriculum for Andover. This model was submitted to the Department of Education to achieve further funding through an implementation grant award. Twenty children were selected for the pilot study from a lottery of over 160 applicants. All Shawsheen kindergarten staff, students and parents will participate in the NAEYC (National Association for the Education of Young Children) accreditation process, a requirement for the DOE grant awards. Shawsheen's nautical theme inspired an "Artist in Residence" school-wide project promoting the in-depth study, artistic design and creation of various dolphin species in each classroom. The interdisciplinary theme also carried over to grade level demonstrations and plays - for kindergarten, "Into The A.B. Sea", in grade one, "The Tidepools" and in grade two, "The Lost School - Of Fish Of Course!" Last year's technology initiative (supported by a DOE Technology Mentor Challenge Grant) was expanded through teacher training offered by Shawsheen staff to the district with a focus on incorporating technology in pre-K through grade 2 classrooms. The donation of ten laptop computers will also extend the use of Internet resources and software such as Kidspiration. This is an excellent match to prewriting strategies from the John Collins Writing Program and LINKS graphic organizer process in which all staff have previously been trained. Our national tragedy on September 11th further strengthened and defined Shawsheen's commitment to community service. Under the leadership of parent volunteers, each month pre-K through grade 2 classrooms have collaborated to inspire unique projects to support the American Red Cross Disaster Relief Fund, Lazarus House, PALS program and local charitable organizations.

South School

"Students Today, Leaders Tomorrow" set the theme for this school year at South Elementary School. This theme provided the administrators, teachers, and students many opportunities to continue to engage in meaningful learning experiences and to pursue leadership roles. Our successful year is centered in the tremendous contributions of our parents, teachers, staff members, and business partners. South teachers continue to be engaged in many staff development initiatives to add best teaching practices to their repertoires. Our efforts have centered on building a strong sense of community and culture. Parents are utilized as partners in education as evidenced by the continuation of 420 parent volunteers at South each year. They work in the classrooms, help to procure foundation monies and grants, and serve on hiring staff, enrichment programs, and over 30 PTO committees. Another way in which we build a strong sense of community is through the use of staff members as trainers, researchers, and learners bringing newly developed teaching methods in technology, writing, and differentiated instruction to their peers on a regular basis. All teachers have been trained to use the computer as a learning tool to improve student achievement. An exciting learning initiative at South this year is our Student Laptop Intensive Classroom, "Anytime Anywhere Learning." All students in these classrooms purchased their own laptops and use them on a daily basis, both in the classroom and at home. The curriculum in these classrooms has been specially designed to have a technology focus, which supplements the traditional curriculum. A wonderful collaborative effort at South this year has been the establishment of our book room, "Books-Just Right For Us." The selections for the book room include a wide range of literature with a large variety of titles at each level. Because our literacy is a high priority, we have received funding support from the PTO. At South we have an ideal learning climate achieved through shared a decision-making policy with staff and parent community. South continues to have a long tradition of giving and community involvement. Our students donate food to food pantries and collect books for countries in need of written materials. Our holiday gift giving and donation of winter coats to those in need are other examples. Recycling of all school paper is an integral part of our environmental awareness program. Students are active in student government where they have a voice in the school. We appreciate and thank the Andover Community for supporting South.

West Elementary School

We were once again this year engaged in a number of school-wide and service oriented activities. All of our classroom teachers have completed their Open Circle training. The Open Circle Curriculum is a social

competency program that stresses the importance of showing consideration for others and developing good communication skills, among them active listening. West Elementary's Math Olympiad teams have once again distinguished themselves in competition with other students across the country and around the world. Students in grades 4-5 participated this year, while our pre-Olympiad math enrichment program entered its third year of operation. The grade five team, which competes against teams that include sixth graders, again scored in the top ten percent among all teams. West Elementary School students raised thousands of dollars in the annual Jump Rope for Heart and Easter Seals Basketball Shoot-out this year. Student Council members organized and collected non-perishable items for the Greater Lawrence People's Pantry. Council member also volunteered their time at the Pantry one day each month. In addition, a collection of baby care items was made for the Community Day Care Program in Lawrence, which supports single parents who are finishing high school. This year a W.H.O. team (West Helps Out) was formed to collect money for the W.T.C. Children's Relief fund. The team collected over \$2,000 to end to New York City. West Elementary School implemented many other events that helped to broaden our students' education and enrich their lives. They were: WERAWC-West Elementary Readers, Writers Conference, Student Council-Covers grades K-5, Trash detectors-help Keep West Elementary clean and neat, School Store-raises money for student activities, Before-School Enrichment Program, Recorder Club, Grade 4/5 Chorus, Grade 3 Chorus, Chess Club, Destination Imagination, Genetics Institute Science Enrichment program. Johns Hopkins Talent Search, and Buddies-Upper grade classes paired with primary classes.

New Schools – High Plain Elementary and Wood Hill Middle School

The Andover Community reinforced its' commitment to education with the approval of plans to construct two new schools. This commitment was further evidenced this past year with the appointment of a full time principal on site. The responsibilities associated with this role have continued to unfold. Much attention has been given to the day-to-day decisions and actual progress of the construction of the physical plants. The less obvious agenda has been filled with the budgeting and provisioning of quality furnishings and teaching equipment and supplies. Staffing these schools, while maintaining strong educational communities in our current schools, has called for a transfer process that is quite rigorous. The challenge is clear. We must deliver two new schools that provide a welcoming, safe environment and offer an exemplary educational program for each student.

School District Department Reports:

Pupil Personnel Department

Both federal and state legal mandates require that all school systems in the Commonwealth provide services and supports to identified special needs students. The Andover Pupil Personnel Department continued its work to meet these requirements in a thoughtful, timely and appropriate manner. Programs are available to serve students from age 3 years old to age 22 (or graduation from high school) and able to address a broad spectrum of special needs from the mildly learning disabled students to those who are severely impaired, multi-handicapped. Consequently, special education programs include a full continuum of services from minimal intervention (e.g. speech therapy one time/week) to intensive programs (e.g. day and residential treatment). To the extent possible, however, special education services are delivered in the least restrictive environment. This means that most special education students attend their neighborhood school and, whenever possible, participate with their typically developing peers in the general education setting. The goal of special education is to provide students with the necessary strategies and skills so that they are able to function as independent and contributing members of their school and their community.

Special education services that are available to eligible students include specially designed instruction, speech/language therapy, occupational and physical therapy, hearing and vision consultation, individual and small group counseling, etc. Based on October 1st 2001 information, Andover's special needs students represent approximately 12% of the total, school-aged, student population (well below the state average of 17%). Recent trends show an increase in the number of students identified with impairments on the autism spectrum and students experiencing serious psychiatric and mental health issues.

The past year was a particularly busy time for the Pupil Personnel Department. In October 2000, the Massachusetts Department of Education conducted an extensive program review of the department and made a number of suggestions for improvement. Subsequently considerable attention has been devoted over the past year to addressing the areas of concern that were identified. Expanded training opportunities, the development of certain policies and procedures, a new staff handbook and the hiring of new staff in critical areas where possible have been some of the results. In addition, the Pupil Personnel Department had a number of changes in its administration. While we are pleased that these changes represent positive steps forward, the last half of this year has been a period of transition as new leaders at all levels have come on board. Fortunately, on the other hand, some of the changes that had previously challenged the department such as new regulations and a

new process for developing individual educational plans are now more fully incorporated into the day-to-day work of the department.

Throughout this effort, it is the talented and tireless work of the special education staff members, the collegial cooperation of the general education staff members and the support and understanding of the parents that makes the learning experience for the educationally challenged students successful and allows Andover's educationally disabled students to realize their potential.

Health Education Department

The Andover Health Education Department supports, delivers, and evaluates a coordinated health education program for all students. Health educational professionals teach a curriculum that is aligned with the Comprehensive Health Curriculum Framework recommended by The Massachusetts Board of Education. This year teachers devised assessments in all grades that reflect and enhance the curriculum's lessons. The opportunity for younger students to participate in activity programs that promote healthy lifestyles such as "The Great Body Shop Musical" continued. Secondary students received health instruction and safe and drug free information. *Kids for Kids*, *G.U.T.S.* (Growing Up Taking A Stand), and *G.L.A.M.* (Girls, Leaders, Advocates & Mentors) membership at Andover High taught students to take an active role as models for positive health decision making. *The Men's and Women's Groups* and *Peer Leaders* at Andover High increased support for students' addressing problems relating to dating violence, family situations, eating disorders, and addictive behaviors. *S.A.D.D.* increased awareness of alcohol and drug misuse. *Making Connections* workshop for middle school students and their parents during the school day increased awareness of issues that relate to dating violence and choice of friendships. "I'll Never Do That" by The Improbable Players and "Remote Control" by Deana's Fund were accompanied by learning centers and workshops that taught students how to help fellow students.

The Parent-to-Parent Speaker Series had an established program of speakers that directly tied to curriculum initiatives. Speakers increased parent awareness of such topics as resiliency, stress, and resolution of conflicts. Dr. Robert Brooks spoke on "Raising Resilient Children," Stephen Wessler on "Sticks and Stones: Words Can Hurt," Ned Hallowell on "Worry In Children," and Jeffrey Stewart on "Designer Drugs." The Community Health Advisory Team and Curriculum Councils met to build safe schools and communities. Andover C.A.R.E.S. wrote a "Teen Yellow Pages" to be distributed to all secondary students. Staff wellness promotion via "Healthy Highlights" a health newsletter was sent out monthly. "You Need To Know," community forums presenting alcohol and drug awareness and other risky behaviors of teens were presented. The Youth Risk Behavior Survey Forum reported the results of the United States Center of Disease Control Survey.

Fine and Performing Arts Department

Performing Arts:

Over 702 students Grades 3-12 pursued instrumental study. Instrumental and vocal students continued to participate through the audition process for district and state ensembles, and earned the following awards:

- | | |
|--|--------------------------|
| ▪ Six AHS students All-State | 3 vocal, 3 instrumental |
| ▪ Sixteen students Senior District | 9 vocal, 7 instrumental |
| ▪ Twenty-four students Junior District | 19 vocal, 5 instrumental |

Visual Arts:

Andover High School student artwork was submitted to The Boston Globe and earned the following awards:

- 1 Silver Key
- 5 Honorable Mentions

Dramatic Arts:

Andover High School hosted the first round of the Northeast Regional One-Act Theatre Competition. Thirteen high schools participated. Andover High School's entry was the first performance of a new work entitled "Murders at Argos".

Technology Report

During the past year, the Andover Public Schools Technology Department purchased, configured, and installed 150 laptop computers in 10 mobile-wireless-laptop-computer labs. Fifty-five laptop computers were provided to all of our 4th, 5th, and 6th grade teachers. These teachers have participated in 30 hours of laptop and application software training to assist them with their transition from the Macintosh to the PC/Windows computing environment. This initiative builds on last year's mobile-wireless-laptop-lab pilot and teacher laptop program. South Elementary School embarked on an innovative pilot where 72 students actually purchased their laptop computers. These students are grouped into one 5th grade and two 4th grade classrooms and use their laptops daily as a tool, with the specific goal of improving student achievement.

We continue upgrading our administrative computer systems and management software throughout the school district. We have installed, configured and implemented a new health software package at each

school. The district is in the final stages of transferring the Special Education software to an online system that will provide more responsive information services to all of its constituencies.

To address our aging computer equipment, we are installing Citrix, a program that will extend the useful life of our older and less robust computer systems.

Physical Education Department

The Physical Education Department, consisting of twenty-six teachers, three of whom are full-time adapted physical education teachers, provides instruction to all K-12 students enrolled in the school system. Approximately three hundred students from all grade levels receive services through the adapted physical education program. Physical Education instruction focuses on human growth and development, physical fitness, and the acquisition of gross and fine motor skills and specific activity and sport skills. The Andover Physical Education curriculum aligns with the standards, benchmarks, and assessments established by the NASPE national standards as well as the Massachusetts curriculum frameworks. Highlights from this past year include:

- The Massachusetts Association for Health, Physical Education, Recreation, and Dance selected Andover High School as the first recipient of their Physical Education Program of the Year award.
- Andover High School teacher Carol Martini was chosen as the 2000-2001 state high school Physical Education teacher of the year by the Massachusetts Association for Health, Physical Education, Recreation and Dance. Subsequently, she was selected as the Eastern District (11 northeastern states, District of Columbia, Puerto Rico and the U.S. Virgin Islands) High School Physical Education Teacher of the Year. She is one of six finalists for the American Alliance for Health, Physical Education, Recreation, and Dance (AAHPERD) national teacher of the year.
- Andover High School teacher David Fazio has been selected as the 2001-2002 state high school physical education teacher of the year by the Massachusetts Association for Health, Physical Education, Recreation and Dance.
- Donna McManus has been selected by the Massachusetts Association for Health, Physical Education, Recreation and Dance as the 2001-2002 adapted physical education teacher of the year.
- Three high school teachers, Carol Martini, David Fazio, and Wayne Puglisi presented a session highlighting our personal fitness course at the MAHPERD Fall Conference.
- Two teachers, Donna McManus and Jack Gleason, have been invited to present sessions this spring at the MAHPERD annual state convention.
- Two teachers, Evelyn Cullinane and Sheila Salois, presented a Project Challenge overview at the Northeast City and Town Administrators of Physical Education meeting held in Andover in the Fall.
- All K-8 teachers completed the certification course in adult, child and infant CPR
- A Project Challenge II course has been developed and implemented at the high school to compliment and meet the needs and interests of students who wish to further their study and participation, building upon the Project Challenge course required for all students.
- Two hundred and twenty-six 4th and 5th grade boys and girls participated in the 12th annual one-mile cross-country run held at Andover High School. Students qualified by scoring in the 60th percentile or higher of the one mile run in the President's Challenge Physical Fitness Test. Andover High School cross country coaches and student-athletes worked with elementary physical education teachers to run and officiate the meet.

Athletic Department

Andover High School finished second in the prestigious Boston Globe's Dalton Award for Athletic excellence in 2001. The award recognized the total boys and girls program in terms of wins and losses. The highlight of the year was the third straight State Championship by the Andover High School Girls' Swimming Team.

GREATER LAWRENCE TECHNICAL SCHOOL

Greater Lawrence Technical School is a regional vocational secondary institution serving the communities of Andover, Lawrence, North Andover and Methuen. The student body is comprised of approximately 1400 students, 9 of whom are residents of Andover. 102 co-op students have been placed in business and industry to date. The \$51M building expansion project that will add 91,000 sq. ft. of laboratory and classroom space to GLTS is proceeding well and close to schedule.

Greater Lawrence Technical School has taken major steps toward meeting the challenges of the Education Reform mandates and has adopted the *High Schools That Work* model. The career and technical education programs continue to build upon student career preparedness through a restructured cluster model that integrates interdisciplinary, competency and inquiry based curriculum into four career clusters or academies.

The four career academies are: Advanced Technology, Business Communications, Construction and Service. A Freshman Academy is designed for all freshmen students to explore the various majors before making full-time academic commitment. The majors offered at Greater Lawrence include: Allied Health, Autobody, Automotive, CAD/Machine/Drafting, Carpentry, Construction & Building/Painting, Cosmetology, Culinary Arts, Electronics Technology, Food Technology, Graphic Communications, Marketing Education, Metal Fabrication, Office Technology, Plumbing/HVAC and Telecommunications.

It is essential to the education program of the Greater Lawrence Technical School that students participate in service to their communities. Each year the member communities and non-profit organizations that serve the Greater Lawrence area submit requests for consideration. These requests may be for services or projects that will have educational value for the students who complete them. The following Community Service Projects are scheduled for the current school year. Additional projects will be added as submitted and approved.

Andover:

- \$285,000.00 Completion of the Andover Community Trust House Building Project
- \$400.00 11/1/01 - Repair café tables for St. Augustine's School
- \$250.00 10/01 - Cater IRS Building Project Luncheon
- \$350.00 12/31/01 - Refinish door on street sweeper (DPW)
- \$1,500.00 11/2/01 - Print newsletter for Andover Public Schools
- \$100.00 9/16/01 - Luncheon prepared for Ballardvale Pre-School
- \$40.00 10/26/01 - Donation of two sheet cakes to the Church of the Holy Trinity
- \$60.00 10/24/01 - "Taste of Andover" breakfast meeting
- \$1,500.00 11/8/01 - "Taste of Andover" Fund: prepare and serve food
- \$225.00 1/18/02 - Coffee and food for ACT Open House
- \$1,150.00 2/6/02 - Kiwanis Club February Feast 2002

BALLARDVALE HISTORIC DISTRICT COMMISSION

The purpose of the Commission is to ensure that changes and additions are harmonious to the District and to prevent changes that might detract from the aesthetic and historic values of the BallardVale area.

The BallardVale Historic District Commission completed its fifth year conducting twelve regular meetings and one special meeting. There were ten applications submitted to the Commission during the year. The applications included repair and renovation of existing buildings including additions, renovations and one bard reconstruction.

The Commission began the year with eight of the nine positions filled, with seven members being residents of the district and one member, an architect, who also serves on the Preservation Commission. The Commission would like to thank Dennis Ingram and Chuck Murnane for their tireless efforts during many years on the Commission and the Study Committee. Dennis and Chuck both resigned in June of 2001 due to competing commitments. Joining the BVHDC this year were Jim Sheldon, Bruce Taylor, and Richard Bowen.

2001 was a very productive year for the BVHDC. With the help of the Department of Public Works, the Commission was able to install five Historic District Signs. The Boy Scouts also helped in painting the shed and fixing benches at the BallardVale Playground, earning Adam Cherney his Eagle Scout Badge. Mary Bogan has successfully brought the *BallardVale Gazette* back to life. The new edition of the *Gazette* will be published quarterly updating residents on the work of the Commission and important issues and events impacting the 'Vale.

The BVHDC also helped to sponsor two important events over the last year. The first being the BallardVale Block Party held on September 8, 2001. Over 200 participants enjoyed a great day of games, music and face painting in the BallardVale Playground. You only have to look at the freshly painted shed to see that everyone left their mark on the playground that day! The second event was the Holiday Tree Lighting on the BallardVale Green held in November, 2001. A great evening of caroling and hot chocolate brought out the kid in everybody!

Thanks to everyone who helped to make 2001 a successful year.

ANDOVER PRESERVATION COMMISSION

The Andover Preservation Commission endeavors to fulfill its mission to advise the Town concerning the preservation of its historic and archeological resources.

Demolition Delay Bylaw:

The Commission heard demolition requests for sixteen properties. Twelve were delayed from two to six months, two were approved, one was continued and one was declared an emergency demolition. Thirteen other permits were reviewed for historic appropriateness. Five historic buildings were demolished this year. Two buildings were saved and moved to new locations.

Local Historic Districts:

The Ballardvale Local Historic District Commission (BHLDC) continues its work in hearing proposals and advising residents about the design of historically sensitive changes to buildings in the district. This Commission and the BHLDC work cooperatively on issues of mutual interest.

Heritage Education:

The Andover Preservation Awards was held in May of 2001 at Memorial Hall Library in cooperation with the Andover Historical Society to recognize outstanding examples of preservation in the community. Ten property owners were recognized for their efforts.

Other Projects of Note:

- The Community Preservation Act Task Force was appointed in August to evaluate whether to recommend the CPA for Andover. The Task Force has recommended the CPA be adopted as a proactive means to preserve historic structures, open space, affordable housing and quality of life within the Town. Karen Herman, Chair of this Commission, is a member of the Task Force.
- Phillips Academy saved and moved the 1924 House, 20 Salem Street, to Highland Road.
- 45 Ballardvale Road, the circa 1825 Captain Stephen Abbot House, was given a temporary variance by the Zoning Board of Appeals to be moved to 373 South Main Street, to await a vote at the 2002 Annual Town Meeting for approval of an Historic Overlay District that will allow the building to be used as a residence in its new location.
- Demolitions of historically significant buildings occurred this year. In the Academy Hill National Register Historic District – Williams Hall, a dormitory at 53 Phillips Street and a carriage house at 24 Phillips Street and in the Andover Village Industrial National

Register Historic District - 31-33 Essex Street, 35 Essex Street and 22 Pearson Street (impending).

- The impending demolitions of five historic structures in the Andover Village Industrial National Register Historic District along North Main Street and Stevens Street will have a significant impact on the historic integrity of this District and threaten the viability of the District itself. New plans have been filed by the developer, under Chapter 40B as a Comprehensive Permit, to build affordable housing units.
- With demand for housing at a high level and limited available land, demolition of moderately priced small houses is increasingly common. The “mansionization” phenomenon continues to occur in Andover on a lot-by-lot basis and poses a serious threat to historic residential neighborhoods. The Town does not currently have a means of addressing size of house to lot size to keep a newly constructed house in conformity with its surrounding neighborhood. The Preservation Commission is committed to working to develop zoning by-laws which will address this phenomenon.

MARGARET G. TOWLE FUND

Under the terms of her will, the late Margaret G. Towle, long-time resident of Andover, bequeathed the residue of her estate to the Town of Andover, to be held and administered by it as a permanent trust fund. This trust is now known as the Margaret G. Towle Fund. Mrs. Towle stipulated in her will that the income from this fund "be devoted to the assistance of the procurement of assistance for worthy persons residing in the Town of Andover who may be in need of aid, comfort or support on account of old age, disability or unemployment."

The Fund is administered by a group of three Trustees, chosen by the Town Manager with the approval of the Board of Selectmen, which has disbursed the income from the Fund in accordance with the terms of Mrs. Towle's will. The cases are referred to the Trustees by private charitable groups and organizations, the Clergy and interested individuals.

During the twelve month period, the Trustees acted on eighteen (18) cases, disbursing \$35,247.21 on approved cases. Only the income of the Fund is available. The principal of \$345,825.50 and a substantial portion of the current income is invested under the direction of the Trustees. All disbursements are made by the Town Treasurer upon vouchers approved by the Trustees.

Balance of Income as of Dec. 31, 2000	\$151,076.74
Receipts - 2001	<u>25,319.87</u>
	\$176,396.61
Disbursements – 2001	<u>35,247.21</u>
Balance of Income as of Dec. 31, 2001	\$141,149.40

JOHN CORNELL FUEL ASSISTANCE FUND

The John Cornell Fuel Assistance Fund was established by Article 17 of the 1893 Annual Town Meeting. Five thousand dollars was left to the Town to be used for the needy and poor to purchase wood or coal. In 1995 the trust documents were modified by the Probate Court of Massachusetts to permit the use of all types of fuel for heating, cooking or electrical purposes. Three Trustees, chosen on a staggered basis, by vote at the Annual Town Meeting, administer the funds. The Trustees approved one application during the year.

Balance on hand 6/30/00	\$45,494.56
Income - FY-2001	2,467.39
Expenditures - FY-2001	<u>750.00</u>
Balance as of 6/30/01	\$47,211.95

ANDOVER HOUSING AUTHORITY

The Andover Housing Authority was organized in June, 1948. The monthly meetings of the Board of Commissioners are held on the third Thursday of every month at the Stowe Court Community Room located at 100 Morton Street with the exception of the January, May and October meetings which are held in the Frye Circle Community Room located at 256 North Main Street. Board Members are as follows:

Ronald C. Hajj – Chairman
Norma Villarreal – Vice Chairman
James A. Cuticchia – Treasurer
Francis A. O'Connor – Member
Calvin A. Deyermund – Governor's Appointee
Christine Poschen-Metzemaekers – Executive Director

The Andover Housing Authority manages 218 units of state-aided housing for elder/disabled people on Chestnut Court, Grandview Terrace, Frye Circle and Stowe Court. On Memorial Circle, there are 56 units of family housing. The AHA has seven leased housing units under the Massachusetts Rental Voucher Program, six units under the state-aided alternative Housing Voucher Program and owns one house under the Massachusetts Chapter 689 Program.

STATE FUNDED PROGRAMS: Income Limits

1 person	\$34,050	4 people	\$48,650	7 people	\$60,300
2 people	\$38,900	5 people	\$52,550	8 people	\$64,200
3 people	\$43,800	6 people	\$56,400		

Apartment turnover 2001:	37 Elder/Disabled units	12 Family units
Average rent:	\$256 Elder/Disabled Program	\$410 Family Program

STATE-FUNDED MODERNIZATION WORK

- \$578,300 – Memorial Circle bathroom renovations to all 56 units
- \$423,203 – Site Improvements – Memorial Circle, Chestnut Court and Grandview Terrace

STATE-FUNDED GRANT - \$50,000

- New Horizons for Youth Program – After School homework program for Memorial Circle children funded through the Andover Police Department under the Edward Byrne Memorial State and Local Law Enforcement Assistance Program.

STATE/AHA RENT ESCROW PROGRAM

- Seven participants to date. Escrow program that allows Memorial Circle tenants to escrow partial rent payments specifically to transition out of public housing.

FEDERALLY FUNDED PROGRAMS

- The AHA administers 127 Section 8 Vouchers through HUD. Section 8 Income Limits are as follows:

1 person	\$23,600	4 people	\$33,700	7 people	\$41,800
2 people	\$26,950	5 people	\$36,400	8 people	\$44,500
3 people	\$30,350	6 people	\$39,100		

FEDERAL GRANTS RECEIVED

- \$45,000 - Family Self Sufficiency Coordinator
- Family Self Sufficiency Program – 25 slots allotted. Participants execute contracts for goal-setting and life skills to effect self sufficiency while escrowing funds monthly.

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

STATEMENT FOR THE YEAR ENDING DECEMBER 31, 2001

CAPITAL ACCOUNT
SUMMARY OF TRANSACTIONS

	1/1/01	PRINCIPAL FUND			12/31/01
Securities @ Book	\$277,525.45	-Gain/(Loss) - Sale of Securities	\$0.00	Money Market Fund	\$1,612.00
Res.for Cost/Mkt.	(36,400.21)	-Reinvest Mutual Fd. Cap. Gains	0.00	Securities @ Book	277,525.45
		-Transfers from Reserve Fund	1,612.00	Res.for Cost/Mkt.	(61,856.43)
		- Adj. to lower of Cost/Market	(25,456.22)		

OPERATING ACCOUNTS

(RESERVE FUND & CASH ACCOUNT)

INCOME

Savings Account	\$6,533.22	Dividends Received	\$10,751.34	Savings Account	\$6,879.47
Checking Account	5,353.59	Interest Received-Bonds/Notes	725.00	Checking Account	2,171.11
Money Market Fund	3,779.42	Capital Gain Distributions	2,865.90	Money Market Fund	12,716.26
		Interest Received-Other	574.81		
	<u>\$15,666.23</u>				<u>\$21,766.84</u>
		Income Total	<u>14,917.05</u>		

EXPENSES

Andover High School Projects	\$6,356.32
Misc.Operating Expenses	848.12
Expense Total	<u>7,204.44</u>
Net Gain/(Loss)	<u>7,712.61</u>

TRANSFERS TO PRINCIPAL:

-10% of Income (1/1- 12/31/01)	1,492.00
-Unexpended School Proj. Funds	120.00 (7/1/00 - 6/30/01)
Increase	<u>\$6,100.61</u>
	=====

\$256,791.47 TOTAL PRINCIPAL AND OPERATING ACCOUNTS
=====

\$239,047.86
=====

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

FUNDS ANALYSIS AS OF DECEMBER 31, 2001
CAPITAL ACCOUNT

PRINCIPAL FUND	BOOK VALUE	MARKET VALUE	MARKET VALUE OVER/(UNDER) BOOK VALUE
CASH			
Money Market Fund	\$1,612.00	\$1,612.00	\$0.00
MUTUAL FUNDS			
1,046.455 Shs. Delaware Decatur Equity Income Fund,CI.B	\$21,717.68	\$17,622.30	(\$4,095.38)
921.788 Shs. Delaware Select Growth Fund,CI.B	33,000.00	19,643.30	(13,356.70)
8,247.417 Shs. Federated High Income Bond Fund,CI.B	95,000.00	63,092.74	(31,907.26)
4,550.412 Shs. Franklin Utilities Fund, CI C	46,544.42	44,230.00	(2,314.42)
2,049.459 Shs. Pioneer High Yield Fund,CI.B	23,507.29	22,585.04	(922.25)
846.494 Shs. PSE Technology 100 Index Fund	24,346.26	17,327.73	(7,018.53)
918.336 Shs. Seligman Comm. & Info Fund,CI B	23,535.45	20,855.41	(2,680.04)
TOTAL MUTUAL FUNDS	267,651.10	205,356.52	(62,294.58)
SECURITIES - BONDS/NOTES			
\$10,000 IBM Note,7.250%,Due 11/1/02	9,874.35	10,312.50	438.15
TOTAL SECURITIES	279,137.45	217,281.02	(61,856.43)
Reserve for Lower of Cost /Market	(61,856.43)		61,856.43
TOTAL PRINCIPAL FUND	\$217,281.02	\$217,281.02	(\$0.00)
RESERVE FUND			
ANDOVER BANK CD ACCOUNT	\$6,879.47		
MONEY MARKET CASH FUND	12,716.26		
TOTAL RESERVE FUND	\$19,595.73	\$19,595.73	\$0.00
CASH FUND			
CHECKING ACCOUNT - Fleet Bank	\$2,171.11	\$2,171.11	\$0.00
TOTAL FUNDS	\$239,047.86	\$239,047.86	(\$0.00)

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

STATEMENT FOR THE YEAR ENDING: DECEMBER 31, 2001

SCHOLARSHIPS AND SPECIAL FUNDS

	BALANCE 1/1/01	ADDITIONS TO PRINCIPAL	CURRENT YEAR NET INCOME	SUB TOTAL	LESS AWARDS	BALANCE 12/31/01
H.W. & M.P. BARNARD	\$1,141.41		\$59.38	\$1,200.79	\$0.00	\$1,200.79
J.W. BARNARD	9,610.64		472.91	10,083.55	275.00 *	9,808.55
ALICE M. BELL	1,434.51		70.55	1,505.06	40.00 *	1,465.06
THOMAS BLACK	17,154.21		839.63	17,993.84	800.00	17,193.84
EDNA G. CHAPIN	3,288.95		161.77	3,450.72	95.00 *	3,355.72
FRED W. DOYLE	12,921.17		629.69	13,550.86	500.00	13,050.86
WARREN F. DRAPER	2,117.10		104.06	2,221.16	60.00 *	2,161.16
WILLIAM G. GOLDSMITH	3,216.94		159.37	3,376.31	0.00	3,376.31
ELIZABETH T. GUTTERSON	1,453.19		72.58	1,525.77	40.00 *	1,485.77
MYRON E. GUTTERSON	1,770.21		87.68	1,857.89	0.00	1,857.89
ANDOVER GRANGE	3,575.33		176.07	3,751.40	105.00 *	3,646.40
NATHAN C. HAMBLIN	20,914.74		1,197.12	22,111.86	1,000.00	21,111.86
MARGARET F. HINCHCLIFFE	39,570.17		1,940.44	41,510.61	2,200.00	39,310.61
PUNCHARD TRUSTEES	13,469.29		660.23	14,129.52	385.00 *	13,744.52
ANDOVER SERVICEMEN	33,547.40		1,642.73	35,190.13	1,500.00	33,690.13
HENRY WYATT	12,733.59	638.00 -A)	665.48	14,037.07	500.00	13,537.07
A.F.B. & W.A. TROW	88,603.69		1,846.83	90,450.52	5,000.00	85,450.52
RES. FOR LOWER OF COST/MARKET	(9,554.65)		(12,309.09)	(21,863.74)		(21,863.74)
	<u>\$256,967.89</u>	<u>\$638.00</u>	<u>(\$1,522.57)</u>	<u>\$256,083.32</u>	<u>\$12,500.00</u>	<u>\$243,583.32</u>

(A- Add'l funds contributed by Town Employees- 7/01.

* Combined funds of \$1,000 given as one scholarship.

SUMMARY-INCOME/(EXPENSE)

Interest Income	\$2,565.75
Dividend Income	6,984.59
Capital Gain Distributions	1,236.18
Gain/(Loss) on Sale of Securities	0.00
Brokerage Fees/Taxes	0.00
Adj. for Lower of Cost/Market	(12,309.09)
<u>NET INCOME</u>	<u>(\$1,522.57)</u>

FUNDS HELD	MARKET VALUE	BOOK VALUE	Variance
ANDOVER BANK CD'S (2)	28,852.94	28,852.94	\$0.00
ALLIANCE MONEY MARKET FUND	15,592.58	15,592.58	0.00
466,224 Shs. DELAWARE DECATUR INCOME FUND	7,851.21	9,079.44	(1,228.23)
418,994 Shs. DELAWARE SELECT GROWTH FUND	8,928.76	15,000.00	(6,071.24)
7,386,048 Shs. FEDERATED HIGH INCOME BOND FUND	56,503.27	84,000.00	(27,496.73)
1,203,435 Shs. TEMPLETON GROWTH FUND	21,770.14	22,509.73	(739.59)
ALLIANCE MONEY MARKET/ TROW FUND	4,013.33	4,013.33	0.00
2,448,303 Shs. PIONEER EQUITY INCOME/TROW FUND	62,798.97	54,036.29	8,762.68
1,389,696 Shs. PIONEER MICRO CAP/TROW FUND	32,115.87	27,400.90	4,714.97
\$5,000 IBM NOTE, 7.250%, 11/1/02	5,156.25	4,961.85	194.40
RESERVE FOR LOWER OF COST/MARKET		(21,863.74)	21,863.74
<u>TOTAL</u>	<u>\$243,583.32</u>	<u>\$243,583.32</u>	<u>(\$0.00)</u>

TOWN OF ANDOVER, MASSACHUSETTS
BALANCE SHEET
06/30/01

	GENERAL FUND	ENTERPRISE		CAPITAL PROJECT	SPEC REVE	TREASURER'S TRUST FUNDS	LT DEBT	GRAND TOTAL
		WATER 61	SEWER 62					
ASSETS								
Cash and Equivalents	9,054,980.23	3,503,747.52	1,227,084.15	23,329,723.51	2,058,307.55	6,467,032.10		45,640,875.06
Other Investments								
Accounts Receivables:								
Property Taxes	1,015,646.92							1,015,646.92
Excise Taxes	559,521.73							559,521.73
Water & Sewer Charges	0.00	1,284,273.77	1,148,689.72					2,432,963.49
Tax Liens	1,167,608.96							1,167,608.96
Deferred Tax	70,668.45							70,668.45
Departmental Revenue	250,082.39							250,082.39
Special Assessments	205,890.14							205,890.14
Due from other Governments	3,768.95							3,768.95
Total Cash & Receivables	12,328,167.77	4,788,021.29	2,375,773.87	23,329,723.51	2,058,307.55	6,467,032.10	0.00	51,347,026.09
Other Assets								
Due from Other Funds						290,800.00		290,800.00
Amounts to be Provided for:								
Long Term Obligations							67,465,000.00	67,465,000.00
Total Assets	12,328,167.77	4,788,021.29	2,375,773.87	23,329,723.51	2,058,307.55	6,757,832.10	67,465,000.00	119,102,826.09
LIABILITIES AND RESERVES								
Warrant's Payable	-1,263.91	-21.49			20.00			-1,265.40
Accrued Payroll Withholdings	-15,242.33							-15,242.33
Reserve for Abatements	2,153,299.17							2,153,299.17
Deferred Revenue	1,119,888.37	1,284,273.77	1,148,689.72					3,552,851.86
Due to Other Governments	-1.25							-1.25
Due to Other Funds						228,618.36		228,618.36
Unclaimed Items	15,748.68							15,748.68
Guarantee Deposits	27,502.74		5,804.74					33,307.48
Repayment of Long Term Debt							67,465,000.00	67,465,000.00
Total Liabilities	3,299,931.47	1,284,252.28	1,154,494.46	0.00	20.00	228,618.36	67,465,000.00	73,432,316.57
Fund Balances								
Unreserved								
Reserved for:								
Continued Appropriations	7,368,510.30	3,503,769.01	1,221,279.41	23,329,723.51	2,058,287.55	6,529,213.74		44,010,783.52
Reserve for Expenditures	2,216,572.00							2,216,572.00
Designated for:	300,000.00							300,000.00
Appropriation Deficits	-330,288.00							-330,288.00
Unprovided for Abates & Exempts	-526,558.00							-526,558.00
Total Fund Balances	9,028,236.30	3,503,769.01	1,221,279.41	23,329,723.51	2,058,287.55	6,529,213.74	0.00	45,670,509.52
Total Liab. & Fund Balance	12,328,167.77	4,788,021.29	2,375,773.87	23,329,723.51	2,058,307.55	6,757,832.10	67,465,000.00	119,102,826.09

Town of Andover, Massachusetts
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
All Governmental Fund Types and Expendable Trust Funds
30-Jun-01

	Governmental Fund Type			Proprietary Fund Type		Fiduciary	Total
	General	Capital Projects	Special Revenue	Water Enterprise	Sewer Enterprise	Expendable Trust	(Memorandum Only)
Revenues:							
Real Estate	62,784,455.20						62,784,455.20
Personal Property	1,732,866.59						1,732,866.59
Tax Title Redemptions	179,599.17						179,599.17
Motor Vehicle Excise	4,530,610.63						4,530,610.63
Intergovernmental	10,959,575.00						10,959,575.00
Other Excise	894,362.00						894,362.00
Penalties and Interest	308,472.44						308,472.44
Payments in Lieu of Taxes	2,016.00						2,016.00
Charges for Services - Water				5,920,421.37			5,920,421.37
Charges for Services - Sewer					2,764,165.97		2,764,165.97
Fees	97,405.50						97,405.50
DMM Facilities Rental	65,954.56						65,954.56
Departmental Revenue - Schools	76,260.54		2,480,320.98				2,556,581.52
Departmental Revenue - Libraries	22,354.46						22,354.46
Departmental Revenue - Cemeteries	58,845.00						58,845.00
Departmental Revenue- Recreation	1,085,367.31						1,085,367.31
Other Departmental Revenue	1,024,999.76						1,024,999.76
Licenses and Permits	1,039,288.08						1,039,288.08
Special Assessments	847.50			2,744.90	64,665.23		68,257.63
Fines and Forfeits	409,376.12						409,376.12
Investment Income	1,384,599.94			163,694.31	53,044.18		1,601,338.43
Other (Fund 04)	3,726,659.89		3,653,567.39			1,948,698.26	9,328,925.54
Total Revenues	90,383,915.69	0.00	6,133,888.37	6,086,860.58	2,881,875.38	1,948,698.26	107,435,238.28
Expenditures							
General Government	2,740,125.99		3,258,396.58				5,998,522.57
Community Development	1,301,262.45	51,459.03					1,352,721.48
Community Service	1,561,948.16	13,429.84					1,575,378.00
Municipal Maintenance	5,675,224.95	482,424.44					6,157,649.39
Public Safety	10,246,672.11	1,569,596.47					11,816,268.58
Water Enterprises		753,888.98		2,909,190.17			3,663,079.15
Sewer Enterprise		1,461,342.56			1,440,771.51		2,902,114.07
Public Works	6,604,330.72	1,244,783.51					7,849,114.23
Library	2,414,916.50						2,414,916.50
School	40,044,701.44	7,699,749.34	2,375,936.14				50,120,386.92
Fixed							
Insurance	526,713.00						526,713.00
Debt Service	9,856,164.63			2,070,581.69	1,156,078.20		13,082,824.52
Retirement	3,686,244.27						3,686,244.27
State & County Assessments	1,096,507.00						1,096,507.00
Unclassified				751,935.00	189,724.00	6,086,046.29	7,027,705.29
Total Expenditures	85,754,811.22	13,276,674.17	5,634,332.72	5,731,706.86	2,786,573.71	6,086,046.29	119,270,144.97
Other Financing Sources (Uses)							
Other	-1,000,000.00	1,000,000.00					0.00
Debt Activity							0.00
Long Term Debt		9,675,000.00					9,675,000.00
Bond Anticipation Notes		15,500,000.00					15,500,000.00
Bond Anticipation Notes-Payments		-3,866,552.00					-3,866,552.00
Transfers	-9,660.00		9,660.00				0.00
Transfers (from) to Special Revenue	252,229.00		-252,229.00				0.00
Transfers (from) to Enterprise Funds							0.00
Transfers (from) to Capital Projects		500,000.00		-500,000.00			0.00
Transfers (from) to Trust	-3,475,000.00					3,475,000.00	0.00
Free Cash	-445,000.00	445,000.00					0.00
Taxation	-600,000.00	600,000.00					0.00
Reconciliation Amounts	283,323.55		23,840.66			17,602.58	324,766.79
Total Other Financing Sources (Uses)	-4,994,107.45	23,853,448.00	-218,728.34	-500,000.00	0.00	3,492,602.58	21,633,214.79
Excess (Deficiency) of Revenues over (Under) expenditures and other Financing Sources (Uses)	-365,002.98	10,576,773.83	280,827.31	-144,846.28	95,301.67	-644,745.45	9,798,308.10
Fund Balance July 1, 2000	9,393,239.28	12,752,950.48	1,777,460.24	3,648,615.29	1,125,977.74	7,173,959.19	35,872,202.22
Fund Balance June 30, 2001	9,028,236.30	23,329,724.31	2,058,287.55	3,503,769.01	1,221,279.41	6,529,213.74	45,670,510.32

**TOWN OF ANDOVER, MASSACHUSETTS
RECAP OF GENERAL FUND - BUDGET- FUND LEVEL
FISCAL YEAR ENDED 06/30/2001**

	RES FOR ENCUM	APPROP (ORIGINAL)	OFFSET RECEIPTS	RESERVE FUND	COMP FUND	OTHER	OTHER (STM)	TOTAL AVAILABLE	EXPENDED	RES FOR ENCUM	TRANS TO UNRE FD BL
GENERAL GOVERNMENT											
Personal Services	19,901.17	1,662,478.00	0.00	0.00	104,000.00	0.00	0.00	1,786,379.17	1,785,141.58	0.00	1,237.59
Other Expenses	139,128.82	994,086.00	0.00	0.00	0.00	0.00	0.00	1,133,214.82	954,984.41	129,976.70	48,253.71
	159,029.99	2,656,564.00	0.00	0.00	104,000.00	0.00	0.00	2,919,593.99	2,740,125.99	129,976.70	49,491.30
COMMUNITY DEVELOPMENT											
Personal Services	28,161.14	1,098,383.00	0.00	0.00	56,000.00	0.00	0.00	1,182,544.14	1,148,523.52	0.00	34,020.62
Other Expenses	36,205.25	119,156.00	13,000.00	0.00	0.00	0.00	0.00	168,361.25	152,738.93	15,622.28	0.04
	64,366.39	1,217,539.00	13,000.00	0.00	56,000.00	0.00	0.00	1,350,905.39	1,301,262.45	15,622.28	34,020.66
COMMUNITY SERVICES											
Personal Services	2,838.28	279,195.00	194,600.00	0.00	23,000.00	0.00	0.00	499,633.28	496,675.30	0.00	2,957.98
Other Expenses	34,014.49	55,100.00	296,400.00	0.00	0.00	0.00	900.00	386,414.49	351,006.26	15,412.87	19,995.36
	36,852.77	334,295.00	491,000.00	0.00	23,000.00	0.00	900.00	886,047.77	847,681.56	15,412.87	22,953.34
ELDER SERVICES											
Personal Services	0.00	364,185.00	141,375.00	0.00	62,000.00	0.00	0.00	567,560.00	560,522.52	0.00	7,037.48
Other Expenses	2,594.84	140,172.00	0.00	11,685.00	0.00	0.00	0.00	154,451.84	153,744.08	704.50	3.26
	2,594.84	504,357.00	141,375.00	11,685.00	62,000.00	0.00	0.00	722,011.84	714,266.60	704.50	7,040.74
MUNICIPAL MAINTENANCE											
Personal Services	52,488.30	2,218,929.00	180,000.00	0.00	5,000.00	0.00	0.00	2,456,417.30	2,450,631.37	0.00	5,785.93
Other Expenses	645,892.77	3,704,200.00	25,000.00	0.00	0.00	0.00	0.00	4,375,092.77	3,224,593.58	1,119,080.81	31,418.38
	698,381.07	5,923,129.00	205,000.00	0.00	5,000.00	0.00	0.00	6,831,510.07	5,675,224.95	1,119,080.81	37,204.31
PUBLIC SAFETY											
Personal Services	15,074.67	8,874,777.00	698,299.00	0.00	29,000.00	0.00	0.00	9,617,150.67	9,563,252.05	0.00	53,898.62
Other Expenses	35,637.89	678,805.00	8,930.00	0.00	0.00	0.00	0.00	723,372.89	683,420.06	36,700.01	3,252.82
	50,712.56	9,553,582.00	707,229.00	0.00	29,000.00	0.00	0.00	10,340,523.56	10,246,672.11	36,700.01	57,151.44
DEPARTMENT OF PUBLIC WORKS											
Personal Services	50,000.00	1,350,798.00	0.00	0.00	0.00	0.00	0.00	1,400,798.00	1,518,725.00	0.00	(117,927.00)
Other Expenses	303,340.79	4,041,325.00	0.00	150,000.00	0.00	90.00	715,946.00	5,210,701.79	5,085,605.72	155,897.87	(30,801.80)
	353,340.79	5,392,123.00	0.00	150,000.00	0.00	90.00	715,946.00	6,611,499.79	6,604,330.72	155,897.87	(148,728.80)
LIBRARY											
Personal Services	30,414.01	1,657,813.00	0.00	0.00	123,850.01	0.00	0.00	1,811,877.02	1,811,877.02	0.00	0.00
Other Expenses	50,387.28	580,998.00	0.00	0.00	0.00	0.00	0.00	631,385.28	603,039.48	28,345.80	0.00
	80,801.29	2,238,811.00	0.00	0.00	123,850.01	0.00	0.00	2,443,262.30	2,414,916.50	28,345.80	0.00
SCHOOL											
Personal Services	0.00	31,936,787.00	0.00	0.00	0.00	0.00	0.00	31,936,787.00	31,936,787.00	0.00	0.00
Other Expenses	212,617.98	7,087,098.00	40,000.00	0.00	0.00	0.00	959,007.00	8,298,722.98	7,916,481.66	382,241.32	0.00
GLRVTHS	0.00	159,847.00	0.00	0.00	0.00	0.00	0.00	159,847.00	159,847.00	0.00	0.00
	212,617.98	39,183,732.00	40,000.00	0.00	0.00	0.00	959,007.00	40,395,356.98	40,013,115.66	382,241.32	0.00
UNCLASSIFIED											
Compensation Fund	413,165.00	10,000.00	0.00	0.00	(402,850.01)	0.00	0.00	20,314.99	0.00	0.00	20,314.99
Reserve Fund	0.00	200,000.00	0.00	(161,685.00)	0.00	0.00	0.00	38,315.00	0.00	0.00	38,315.00
	413,165.00	210,000.00	0.00	(161,685.00)	(402,850.01)	0.00	0.00	58,629.99	0.00	0.00	58,629.99
FIXED EXPENSES											
Debt Service - Interest	0.00	3,917,924.00	0.00	0.00	0.00	0.00	0.00	3,917,924.00	3,346,164.63	0.00	571,759.37
Debt Service - Principal	0.00	6,510,000.00	0.00	0.00	0.00	0.00	0.00	6,510,000.00	6,510,000.00	0.00	0.00
Stabilization	0.00	50,000.00	0.00	0.00	0.00	0.00	0.00	50,000.00	50,000.00	0.00	0.00
Insurance	3,451.13	549,486.00	0.00	0.00	0.00	0.00	0.00	552,937.13	526,713.00	459.00	25,765.13
Health Insurance Fund	0.00	3,525,000.00	0.00	0.00	0.00	0.00	0.00	3,525,000.00	3,525,000.00	0.00	0.00
Unemployment Comp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retirement/Contributory	0.00	3,714,705.00	0.00	0.00	0.00	0.00	0.00	3,714,705.00	3,686,244.27	0.00	28,460.73
	3,451.13	18,267,115.00	0.00	0.00	0.00	0.00	0.00	18,270,566.13	17,644,121.90	459.00	625,985.23
	2,075,313.81	85,481,047.00	1,597,604.00	0.00	0.00	90.00	1,675,853.00	90,829,907.81	88,201,718.44	1,884,441.16	743,748.21
SEWER SYSTEM											
Personal Services	0.00	252,575.00	0.00	0.00	0.00	0.00	0.00	252,575.00	229,373.41	0.00	23,201.59
Other Expenses	204,749.32	1,434,100.00	150,000.00	0.00	0.00	0.00	0.00	1,788,849.32	1,211,398.10	425,894.48	151,556.74
GREATER LAW SANITARY	175.07	0.00	0.00	0.00	0.00	0.00	0.00	175.07	0.00	175.07	0.00
	204,924.39	1,686,675.00	150,000.00	0.00	0.00	0.00	0.00	2,041,599.39	1,440,771.51	426,069.55	174,758.33
WATER DEPARTMENT											
Personal Services	70,000.00	1,348,269.00	0.00	0.00	0.00	0.00	0.00	1,418,269.00	1,305,305.01	0.00	112,963.99
Other Expenses	689,053.74	1,663,900.00	250,000.00	0.00	0.00	0.00	0.00	2,602,953.74	1,603,885.16	880,179.93	118,888.65
	759,053.74	3,012,169.00	250,000.00	0.00	0.00	0.00	0.00	4,021,222.74	2,909,190.17	880,179.93	231,852.64
	963,978.13	4,698,844.00	400,000.00	0.00	0.00	0.00	0.00	6,062,822.13	4,349,961.68	1,306,249.48	406,610.97
GRAND TOTAL	3,039,291.94	90,179,891.00	1,997,604.00	0.00	0.00	90.00	1,675,853.00	96,892,729.94	92,551,680.12	3,190,690.64	1,150,359.18

TOWN OF ANDOVER, MASSACHUSETTS
DETAIL OF SPECIAL ARTICLES CLASSIFIED AS GENERAL FUND
PERIOD ENDED JUNE 30, 2001

ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	APPROP	OTHER ACCOUNTS	TOTAL AVAILABLE	EXPENDED	PURCHASE ORDERS	CONTINUED APPROPRIATION
ART 39, 2000	UNPAID BILLS	0.00	6,959.20		6,959.20			0.00
ART 89, 1999	TRANSCRIBE SELECTMEN'S MTG	377.00			377.00			377.00
ART 72, 2000	OPPOSE GAS PLANT	136.46			136.46			136.46
ART 82, 2000	OPPOSE GAS PLANT	138,901.84			138,901.84	92,989.24		45,912.60
ART 85, 2000	BVALE MASTER PLAN	40,000.00			40,000.00	30,000.00		10,000.00
ART 30, 2001	FIREWORKS FUND	9,000.00			9,000.00	6,250.00		2,750.00
ART 44, 2001	OPPOSE NICKEL HILL FIREWORKS	0.00 0.00	50,000.00 9,000.00		50,000.00 9,000.00			50,000.00 9,000.00
		188,415.30	65,959.20	0.00	254,374.50	136,198.44	0.00	118,176.06
ART 62, 1997	MVRT TRANSP	5,894.01			5,894.01			5,894.01
ART 40, 1997	RECORD SCH/PL	309.29			309.29			309.29
ART 77, 1996	MVRTA TRANSPORTATION	0.99			0.99	0.99		0.00
ART 17, 2001	HOLIDAY LIGHTS	0.00	15,000.00		15,000.00			15,000.00
		6,204.29	15,000.00	0.00	21,204.29	0.99	0.00	21,203.30
ART 57, 1995	WETLAND BYLAW	1,461.19			1,461.19			1,461.19
ART 54, 1996	CONSERVATION LAND	12,125.93			12,125.93	9,794.09		2,331.84
		13,587.12	0.00	0.00	13,587.12	9,794.09	0.00	3,793.03
ART 44, 1987	ELM SQ TRAFFIC SIGNAL	7,633.08			7,633.08		2,320.00	5,313.08
ART 65-4, 1998	TRAFFIC SIGNALS	12,000.00			12,000.00	3,667.52		8,332.48
ART 98, 1999	BALLARDVALE SIGN	4,000.00			4,000.00			4,000.00
		23,633.08	0.00	0.00	23,633.08	3,667.52	2,320.00	17,645.56
ART 33-7, 2001	MODULAR CLASSROOM	0.00	55,000.00		55,000.00			55,000.00
		0.00	55,000.00	0.00	55,000.00	0.00	0.00	55,000.00
ART 24, 1989	PUBLIC SAFETY STUDY	20,000.00		-20,000.00	0.00			0.00
ART 46, 1996	DISPATCH CENTER	857.80			857.80			857.80
		20,857.80	0.00	-20,000.00	857.80	0.00	0.00	857.80
ART 48, 1997	RIVER ROAD LAND	5,000.00			5,000.00			5,000.00
ART 49, 1997	BURTT ROAD	100.00			100.00			100.00
ART 65-3, 1998	AERIAL MAPPING	72,403.85			72,403.85	41,094.40		31,309.45
	PUBLIC WORKS	77,503.85	0.00	0.00	77,503.85	41,094.40	0.00	36,409.45
ART 58, 1997	ACQUIRE COLONIAL	16,968.10			16,968.10			16,968.10
ART 59, 1997	ACQUIRE PATRIOT	10,603.90			10,603.90			10,603.90
ART 95, 1998	DAVID DRIVE	6,897.03			6,897.03			6,897.03
		34,469.03	0.00	0.00	34,469.03	0.00	0.00	34,469.03
ART 23, 1998	ELDER SERVICES	5,000.00		-5,000.00	0.00			0.00
ART 31, 1999	SENIOR TAX VOUCHER	4,000.00			4,000.00			4,000.00
ART 23, 1999	ELDER TRANSPORT PROGRAM	0.00	25,000.00		25,000.00	1,545.50		-1,545.50
ART 21, 2000	SENIOR TAX VOUCHER	0.00	5,000.00		5,000.00	3,000.00		2,000.00
ART 22, 2000	ELDERLY DISABLED TRANSPORT	9,000.00	30,000.00	-5,000.00	34,000.00	12,593.00	12,407.00	4,454.50
		2,518.13			2,518.13	484.00		2,034.13
ART 45, 1992	WAR MEMORIAL	2,518.13	0.00	0.00	2,518.13	484.00	0.00	2,034.13
ART 65-8, 1998	SKATEBOARD PARK	681.30			681.30			681.30
	TOTAL PLANT AND FACILITIES	681.30	0.00	0.00	681.30	0.00	0.00	681.30
TOTAL GENERAL FUND		376,869.90	165,959.20	-25,000.00	517,829.10	208,377.94	14,727.00	294,724.16

TOWN OF ANDOVER, MASSACHUSETTS
CAPITAL PROJECTS FUND
June 30, 2001

DESCRIPTION	BALANCE JULY 1, 2000	APPROP	BOND PROCEEDS	OFS	REVENUES	TOTAL EXP	ENCUMBRANCES	OFU	BALANCE JUNE 30, 2001
ART 44 96 MID SCH ROOF ROOF	20,810.82					10,910.82	9,900.00		0.00
ART 69 98 SCH BLDG RENOV	28,073.91					26,160.23	851.85		1,061.83
ART 70 98 IMPR AHS TRACK	325,259.76					324,967.00			292.76
ART 46-4 99 SCHOOL CAPITAL	412,726.22					170,737.33	153,679.83		88,309.06
ART 19 99 NEW MIDEL SCHOOL	911,105.63		2,517,000.00			622,048.53	13,119.00		2,792,938.10
ART 20-1 94 SCHOOL BUILDING	8,821.54					4,883.26			3,938.28
ART 09 2000 MIDDLE ELEM SCHOOL SEWER						3,947.00	318,000.00		-321,947.00
ART 09 2000 MIDDLE ELEM SCHOOL			10,000,000.00			6,353,645.98			3,646,354.02
ART 26 2000 TOWN/SCHOOL PROJECTS						182,449.99	333,224.08		-515,674.07
TOTAL SCHOOL	1,706,797.88	0.00	12,517,000.00	0.00	0.00	7,699,750.14	828,774.76	0.00	5,695,272.96
ART 84 98 SEWER ROCK	13,963.55					1,243.37			12,720.18
ART 28 89 SEWER- WEST PARISH	45,155.11								45,155.11
ART 33 89 SEWER NORTH	62.86								62.86
ART 31 98 SEWER PLANS- SO	923,487.39					276,995.13	386,450.00		260,042.26
ART 21 84 RIVERINA RD	2,798.49								2,798.49
ART 69 96 SEWER- PILGRIM	144,435.00								144,435.00
ART 69 95 BEACON ST	15,771.11					14,383.89			1,387.22
ART 41 91 NORTH ST	82,545.21								82,545.21
ART 34 97 SEWER- PILGRIM	3,339.46								3,339.46
ART 35 97 SEWER- MAYFLOWER	140,651.39								140,651.39
ART 18 85 SANITARY SEWER	303,413.18								303,413.18
ART 26 85 SEWER- LOWEL	72,594.71								72,594.71
ART 34 98 SEWER PLN ROGERS	136,897.44					60,244.00	12,320.00		64,333.44
ART 43 99 SEWER BEACON ST	212,398.25					90,394.07			122,004.18
ART 41 99 SEWER CONST MAIN ST	-80.94					548,861.19			-534,847.60
ART 20 99 SEWER ENG FOREST	141,040.00		5,000,000.00			129,710.00	5,085,905.47		3,160.00
ART 33 98 SEWER BRK/CHESTNUT	45,975.48					39,739.16	8,170.00		6,236.32
ART 51 98 SEWER BALMORAL	4,722.69								4,722.69
ART 1A 2000 BROOKFIELD WATER MAIN					500,000.00	270,262.75	104,715.05		125,022.20
ART 43 1999 ROGERS BROOK SEWER						7,756.00	19,400.00		-27,156.00
ART 13 2999 CROSS ST SEWER						18,880.00	427,450.00		-446,330.00
TOTAL SEWER	2,289,170.38	0.00	5,000,000.00	0.00	500,000.00	1,458,469.56	6,044,410.52	0.00	286,290.30
ART 27 96 REPAINT WATER	250,000.00					3,825.00	31,675.00		214,500.00
ART 67 95 ABBOT WELL	1,335.22								1,335.22
ART 31 89 ENGINEER SPE	13,500.00								13,500.00
ART 46 92 WATER MAIN	423,064.68								423,064.68
ART 53 92 BANCROFT PUM	153,396.33								153,396.33
ART 53 94 WATER MAINS	1,284.92								1,284.92
ART 17 78 FISH BROOK	2,648.13								2,648.13
ART 24 96 WATER DIST IMP	11,755.81					6,500.00			5,255.81
ART 31 95 FISHBROOK IMP	86,968.36					11,423.22	58,919.76		16,625.38
ART 32 95 WTP IMPROVEME	110,658.36					57,500.00	53,158.36		0.00
ART 52 83 WATER MAINS	2,484.59								2,484.59
ART 1A 83 WATER PLANT	45,294.14								45,294.14
ART 15 85 WATER MAIN	3,897.26								3,897.26
ART 16 85 WOOD HILLS	12,121.33								12,121.33
ART 37 87 WATER MAIN	395,390.46								395,390.46
ART 33 95 WATER MAINS	54,182.88								54,182.88
ART 61 98 WATER MN BURNHAM	525,000.00					359,815.53	71,582.28		93,602.19
ART 63 98 FISH BROOK	345,600.00					30,840.00	40,000.00		274,760.00
ART 31 00 BRIDLE PATH PUMP ST	90,000.00					2,873.00	88,787.00		-1,660.00
ART 30 2000 WATER MAIN DISTRIBUTION			500,000.00			283,985.23	116,940.00		99,074.77
TOTAL WATER	2,528,582.47	0.00	500,000.00	0.00	0.00	756,761.98	461,062.40	0.00	1,810,758.09

TOWN OF ANDOVER, MASSACHUSETTS
CAPITAL PROJECTS FUND

June 30, 2001

DESCRIPTION	BALANCE JULY 1, 2000	APPROP	BOND PROCEEDS	OFS	REVENUES	TOTAL EXP	ENCUMBRANCES	OFU	BALANCE JUNE 30, 2001
ART 65-2 98 LANDFILL CLOSURE	67,500 00					17,500 00	50,000 00		0 00
ART 28 96 LAND FILL CLOSURE	8,974 46								8,974 46
TOTAL LAND FILL STUDY	76,474 46	0 00	0 00	0 00	0 00	17,500 00	50,000 00	0 00	8,974 46
ART 51 94 BRIDGE AREA	2,858 03								2,858 03
ART 25 96 STORM DRAIN IMP	117 65								117 65
ART 66 96 CENTER ST SIDEWALK	4,318 02								4,318 02
ART 30 97 ROAD IMPROVEMENT	71,336 12					12,816 67			58,519 45
ART 32 97 REPLACE GUARD	7,411 75								7,411 75
ART 17 86 RIVER ROAD	1,006 28								1,006 28
ART 46 90 SIGNAL DASC0	28,592 34								28,592 34
ART 46 99 SKATE PARK	2,405 01								526 41
ART 46-3 99 TOWN CAPITAL	572,130 17					1,878 60			326,288 27
ART 80 99 SIDEWALK REST	-36,502 14	400,000 00				104,115 10	141,726 80		0 00
ART 88 99 IMPROVE ESSEX/PEARSON	19,400 00					363,487 86			6,945 00
ART 46-2 99 BRIDGE/TRAFFIC LTS	53,755 00					12,455 00			329 07
ART 64 98 SIDEWALK IMP	124,988 42			-59,652 87		53,425 93	50,000 00		15,335 55
ART 59 98 HUSSEY BRK DAM REP	68,150 00					68,150 00			0 00
ART 27-3 00 GIS	145,000 00					39,306 65			105,693 35
ART 27-4 00 BRIDGE REPCONST	400,000 00					317,922 27	82,077 73		0 00
ART 27 6 00 TRAFFIC SIGNALS	140,000 00					20,701 38			140,000 00
ART 46 00 STREET ACC ALONSES	40,000 00					141,374 45	10,000 00		19,298 62
ART 46-1 99 GIS STUDY	239,967 12			100,000 00		24,611 00			88,592 67
ART 33-1 GIS	76,485 66								100,000 00
ART 65-1 98 STORM DRAIN	28,611 01								51,874 66
ART 29 97 RECONST OSGOOD	0 00								28,611 01
ART 31 97 RECONST SIDEWALKS									-15,122 33
ART 83 1999 SALEM ST SIDEWALK									150,000 00
ART 54 2000 LINCOLN CIRCLE/LILLIAN TER									180,000 00
ART 66 2000 SIDEWALK RESTORATION		600,000 00			600,000 00	22,587 60	22,412 40		180,000 00
ART 68 2000 SIDEWALK HIGH PLAIN						6,010 87			1,193,989 13
ART 70 2000 SIDEWALK CHESTNUT ST									130,000 00
TOTAL ROAD/STORM DRAIN	1,990,030 44	1,000,000 00	805,000 00	100,000 00	600,000 00	32,000 00	2,500 00	0 00	265,500 00
ART 9A 96 CONSERVATION A	929,394 57					1,227,283 51	377,062 00		2,890,684 93
ART 32-2 00 CONSERV MAINT/IMP	25,000 00					51,459 03			877,935 54
TOTAL CONSERVATION	954,394 57	0 00	0 00	0 00	0 00		0 00	0 00	25,000 00
ART 56 97 PUBLIC SAFETY	4,567 16					51,459 03	0 00		0 00
ART 46-5 99 PUB SAFETY VEHICLES	241,427 60					2,497 16	2,070 00		0 00
ART 16 99 PUBLIC SAFETY CTR	1,449,307 19					226,914 41			14,513 19
ART 47 99 PUB SAF ANTENNAS	28,002 00					1,282,812 40			6,057,771 67
ART 27-2 00 POLICE RECORD/DISP	112,000 00					20,208 50	112,171 12		7,793 50
TOTAL PUBLIC SAFETY	1,835,303 95	0 00	6,003,448 00	0 00	0 00	37,164 00	114,241 12	0 00	74,836 00
ART 24 97 SENIOR CITIZEN	214,867 65					1,569,596 47			6,154,914 36
ART 65-5 98 TOWN CAPITAL	32,528 95					70,670 59	1,298 42		492,450 64
ART 36 98 TOWN BLDG IMPR	75,468 49					29,544 00	2,984 95		0 00
ART 45 98 TOWN/BUILDING IMPROVE	630,239 66					22,011 56	14,851 69		38,605 24
ART 58 98 PEARSON ST. ACQUIS	11 40					296,739 04	189,414 21		144,086 41
ART 27-1 00 LIBRARY SPACE/CATAL	185,000 00					11 40			0 00
ART 21, 2001 TOWN SCHOOL PROJECTS						60,217 85	112,229 00		12,553 15
ART 33-2 FIRE TURNOUT GEAR						3,230 00	3,270 00		-6,500 00
ART 33-3 FIRE EMERGENCY WIRING				90,000 00					90,000 00
ART 33-4 WEST FIRE STATION - SHORT TERM				35,000 00					35,000 00
ART 33-5 WEST FIRE STATION - LONG TERM				50,000 00			3,700 00		46,300 00
ART 33-6 COMPUTER NETWORK				100,000 00					100,000 00
ART 33-8 OLDE ANDOVER VILLAGE PARKING				25,000 00					25,000 00
TOTAL MUNI BUILDING	1,138,116 15	0 00	349,552 00	345,000 00	0 00	482,424 44	327,748 27	0 00	1,022,495 44
ART 65-7 98 NEW BALLFIELD	77,132 27					4,939 84	24,450 00		47,742 43
ART 47 96 SHAWSHOEN FIELD	65,727 12					8,490 00	539 00		56,698 12
ART 25 95 REC PARK IMPROVE	41,220 79								41,220 79
ART 34 00 W ANDOVER BALLFIELD	50,000 00								50,000 00
TOTAL RECREATION	234,080 18	0 00	0 00	0 00	0 00	13,429 84	24,989 00	0 00	195,661 34
	12,752,950 48	1,000,000 00	25,175,000 00	445,000 00	1,100,000 00	13,276,674 97	8,228,288 07	0 00	18,967,987 44

Town of Andover
Special Revenue/Grants Rollforward
Fiscal Year Ending June 30, 2001

FUND/TITLE	BALANCE JULY 1, 2000	INTERGOVTAL	INTEREST	DEPART- MENTAL	TOTAL REVENUES	TOTAL EXPEND	TOTAL OFS/OFU	BALANCE JUNE 30, 2001
CDAG CITY NORTH	11,883.10				0.00		0.00	11,883.10
PWED G-9403	(6,023.08)			18,453.69	18,453.69	65,399.23	0.00	(52,968.62)
	5,860.02	0.00	0.00	18,453.69	18,453.69	65,399.23	0.00	(41,085.52)
PWED	65,015.30		2,219.43	793.43	3,012.86	0.00	0.00	68,028.16
	65,015.30	0.00	2,219.43	793.43	3,012.86	0.00	0.00	68,028.16
CHAPTER 90	(243,443.01)			773,918.27	773,918.27	674,361.54	0.00	(143,886.28)
	(243,443.01)	0.00	0.00	773,918.27	773,918.27	674,361.54	0.00	(143,886.28)
ELECTION OT GRANT	4,076.81			3,984.00	3,984.00	1,990.00	0.00	6,070.81
	4,076.81	0.00	0.00	3,984.00	3,984.00	1,990.00	0.00	6,070.81
FY97 COMMUNITY POLICING GRANT	0.00	60,000.00			60,000.00	29,576.81	0.00	30,423.19
FY96 DARE GRANT	6,487.84				0.00	0.00	0.00	6,487.84
FY98 COMMUNITY POLICING GRANT	2,709.45				0.00	3,255.40	0.00	(545.95)
FY98 DARE GRANT	(9,188.58)				0.00	0.00	0.00	(9,188.58)
BLOCK GRANT	3,606.61				0.00	0.00	0.00	3,606.61
FY99 DARE GRANT	20,638.03	2,000.00			2,000.00	5,390.08	(60,000.00)	(42,752.05)
FY99 COMMUNITY POLICING GRANT	25,351.45				0.00	25,551.88	0.00	(200.43)
FY2000 COMMUNITY POLICING	26,273.23				0.00	32,331.90	10,000.00	3,941.33
JUVENILE ACCOUNTABILITY BLOCK	456.00				0.00	0.00	0.00	456.00
POLICE ANTENNEA		22,871.25			22,871.25	507.63	0.00	22,363.62
CHILD PASSENGER SAFETY					0.00	2,225.45	0.00	(2,225.45)
SELECTIVE ENFORCEMENT					0.00	(720.51)	0.00	720.51
COPS UNIVERSAL HIRING					0.00	(12,330.00)	0.00	12,330.00
DISASTER REIMBURSEMENTS	4.08			12,896.53	12,896.53	0.00	0.00	12,900.61
	76,338.11	84,871.25	0.00	12,896.53	97,767.78	85,788.64	(50,000.00)	38,317.25
TOBACCO CONTROL PROGRAM	119,949.58	55,502.13			55,502.13	103,045.03	0.00	72,406.68
HEALTHY COMMUNITY TOBACCO	(19,721.70)	42,449.15			42,449.15	56,893.35	0.00	(34,165.90)
RIVER RD JOB 2818	37,842.00				0.00	0.00	0.00	37,842.00
STRATEGIC PLANNING	140.00				0.00	0.00	0.00	140.00
LIBRARY NON-RESIDENT CIRC	5.98				0.00	0.00	0.00	5.98
MASS RELEAF		3,240.00			3,240.00	686.00	0.00	2,554.00
RECYCLE INCENTIVE		12,675.00			12,675.00	0.00	0.00	12,675.00
UTILITY FORCE PARK AND RIDE					0.00	3,922.11	0.00	(3,922.11)
ARTS LIBRARY COUNCIL	23,878.83	8,663.00			8,663.00	4,695.84	0.00	27,845.99
RIGHT TO KNOW	973.30				0.00	0.00	0.00	973.30
LSTA PRESERVATION		1,000.00			1,000.00	1,000.00	0.00	0.00
LSTA INFORMATION LITERACY		13,192.00			13,192.00	11,300.00	0.00	1,892.00
NATIONAL LEADERSHIP GRANT	1,154.25				0.00	806.51	0.00	347.74
SECONDHAND SMOKE INITIATIVE	1,000.00				0.00	0.00	0.00	1,000.00
LIBRARY AID CH 78 SEC 19A	10,201.84	55,888.79			55,888.79	20,859.23	0.00	45,231.40
LIBRARY MRLS	2,500.00				0.00	0.00	0.00	2,500.00
AUDIT ADJUSTMENT	(44,702.00)				0.00	0.00	44,702.00	0.00
	133,222.08	192,610.07	0.00	0.00	192,610.07	203,208.07	44,702.00	167,326.08
COMM SEPTIC MGMT PROG G	8,450.00				0.00	712.50	0.00	7,737.50
	8,450.00	0.00	0.00	0.00	0.00	712.50	0.00	7,737.50
OFF STREET PARKING	142,760.70			83,650.89	83,650.89	5,550.00	(94,272.00)	126,589.59
	142,760.70	0.00	0.00	83,650.89	83,650.89	5,550.00	(94,272.00)	126,589.59
P&F DAMAGE RESTITUTION	13,876.36			69,870.61	69,870.61	83,418.89	0.00	328.08
TOWN DAMAGE RESTITUTION	24,044.04			74,500.00	74,500.00	0.00	0.00	98,544.04
DMM FIELDS REVOLVING	7,842.99			13,013.00	13,013.00	14,204.20	0.00	6,651.79
PUBLIC SAFETY DAMAGE RESTITUTION	1,558.00			1,564.50	1,564.50	0.00	0.00	3,122.50
PUBLIC WORKS DAMAGE RESTITUTION	2,086.34				0.00	1,985.00	0.00	101.34
LIBRARY DAMAGE RESTITUTION	27,052.41			5,547.62	5,547.62	14,591.98	0.00	18,008.05
	76,460.14	0.00	0.00	164,495.73	164,495.73	114,200.07	0.00	126,755.80
SALE OF REAL ESTATE	18,870.00				0.00	0.00	0.00	18,870.00
	18,870.00	0.00	0.00	0.00	0.00	0.00	0.00	18,870.00
SALE OF CEMETERY LOTS	36,253.35	(36,253.35)			(36,253.35)	0.00	0.00	0.00
	36,253.35	(36,253.35)	0.00	0.00	(36,253.35)	0.00	0.00	0.00
WETLAND FILING FEES	(1,367.94)				0.00	0.00	(13,000.00)	(14,367.94)
	(1,367.94)	0.00	0.00	0.00	0.00	0.00	(13,000.00)	(14,367.94)

Town of Andover
Special Revenue/Grants Rollforward
Fiscal Year Ending June 30, 2001

FUND/TITLE	BALANCE JULY 1, 2000	INTERGOV'TAL	INTEREST	DEPART- MENTAL	TOTAL REVENUES	TOTAL EXPEND	TOTAL OFS/OFU	BALANCE JUNE 30, 2001
NRPA FOOTBALL		1,000.00			1,000.00		0.00	1,000.00
FY01 SERVICE INCENTIVE					0.00	268.28	0.00	(268.28)
C44 S53 DCS REVOLVING	78,942.22			220,626.73	220,626.73	153,359.54	0.00	146,209.41
CH 44 S53 YOUTH SERVICES	87,455.36			104,366.94	104,366.94	101,632.47	0.00	90,189.83
COA CH44 SEC 53E 1/2	14,528.37			65,655.63	65,655.63	54,777.38	0.00	25,406.62
DMM (FIELDS) REVOLVING	19,657.00				0.00		0.00	19,657.00
CDP CH 44 S53E1/2 TITLE V REVG	(998.97)			16,980.00	16,980.00	10,931.76	0.00	5,049.27
CDP CH 44 S53E1/2 TITLE V REVG	(2,283.48)			4,270.04	4,270.04	(231.36)	0.00	2,217.92
	197,300.50	1,000.00	0.00	411,899.34	412,899.34	320,738.07	0.00	289,461.77
CDP CH44 SEC 53E1/2	42,086.81			23,908.00	23,908.00	22,011.02	0.00	43,983.79
	42,086.81	0.00	0.00	23,908.00	23,908.00	22,011.02	0.00	43,983.79
FRONTAGE ROAD	3,855.66				0.00	0.00	0.00	3,855.66
RECYCLABLE BATTERY PROGR	3,053.84				0.00	0.00	0.00	3,053.84
	6,909.50	0.00	0.00	0.00	0.00	0.00	0.00	6,909.50
LOCAL EMERG. PLANNING COM	950.00				0.00		0.00	950.00
ALTERNATIVE SENTENCING	300.00				0.00		0.00	300.00
	1,250.00	0.00	0.00	0.00	0.00	0.00	0.00	1,250.00
SHED CONTRIBUTIONS	7,263.81				0.00		0.00	7,263.81
GIFT - FIREWORKS	436.62				0.00	3,000.00	0.00	(2,563.38)
ART 27, 1995 DISABILITIES	(345.58)				0.00		0.00	(345.58)
PHILLIPS ACADEMY GIFT	170,553.06			98,394.83	98,394.83		0.00	268,947.89
OLD TOWN HALL RESTORATION	468.78				0.00		0.00	468.78
TOWN GIFT & DONATIONS	0.00			10,570.00	10,570.00	10,568.16	0.00	1.84
COMMUNITY GARDEN PROJECT	27.38				0.00		0.00	27.38
CONSERVATION GIFT	4,964.14				0.00		0.00	4,964.14
CONSERVATION TRAIL ACCOUNT	234.85				0.00		0.00	234.85
DCS-GIFT	812.68				0.00		0.00	812.68
YOUTH SERVICES GIFTS/CONTRIBUTIONS	7,271.53			6,190.00	6,190.00	7,520.68	0.00	5,940.85
COA BUILDING FUND	(2,882.54)				0.00		0.00	(2,882.54)
COA SCHOLARSHIPS	150.00				0.00		0.00	150.00
DARE CONTRIBUTIONS	500.00			1,035.00	1,035.00		0.00	1,535.00
LIBRARY GIFTS & DONATIONS	12,087.11				0.00	(15,193.47)	0.00	27,280.58
MILLENNIUM CELEBRATION	13,494.76				0.00	5,250.00	0.00	8,244.76
	215,036.60	0.00	0.00	116,189.83	116,189.83	11,145.37	0.00	320,081.06
PRIVATE CEMETERY FUNDS	47.08				0.00		(54,957.00)	(54,909.92)
	47.08	0.00	0.00	0.00	0.00	0.00	(54,957.00)	(54,909.92)
A48 1999 ACCUM BENEFIT ACCT	69,594.25				0.00	69,594.25	0.00	0.00
A19, 2001 ACCUM BENEFITS		300,000.00			300,000.00			300,000.00
A39 2000 ACCUMULATED LEAVE	300,000.00				0.00	280,021.85	0.00	19,978.15
	369,594.25	300,000.00	0.00	0.00	300,000.00	349,616.10	0.00	319,978.15
CEMETERY SALE OF LOTS FUND	75,739.17	36,253.32		18,000.00	54,253.32		(39,999.97)	89,992.52
	75,739.17	36,253.32	0.00	18,000.00	54,253.32	0.00	(39,999.97)	89,992.52
ACCRUED INTEREST				86,515.67	86,515.67	11,265.00	0.00	75,250.67
	0.00	0.00	0.00	86,515.67	86,515.67	11,265.00	0.00	75,250.67
Total Town Revolving	1,230,459.47	578,481.29	2,219.43	1,714,705.38	2,295,406.10	1,865,985.61	(207,526.97)	1,452,352.99
MEALS TAX	(569.41)				0.00	1,288.63	0.00	(1,858.04)
TAILINGS - UNCLAIMED CHE	20,861.64				0.00		0.00	20,861.64
FISHING LICENSES TO STATE	(0.50)			8,908.75	8,908.75	8,944.75	0.00	(36.50)
POLICE OFF DUTY	(47,702.37)			1,306,980.37	1,306,980.37	1,361,688.84	0.00	(102,410.84)
FIRE OFF DUTY	(218.21)			27,594.00	27,594.00	26,672.25	0.00	703.54
TOTAL AGENCY FUNDS	(27,628.85)	0.00	0.00	1,343,483.12	1,343,483.12	1,398,594.47	0.00	(82,740.20)
Total Town Special Revenue Fund	1,202,830.62	578,481.29	2,219.43	3,058,188.50	3,638,889.22	3,264,580.08	(207,526.97)	1,369,612.79
FOOD SERVICES	131,935.02	105,528.22		874,432.95	979,961.17	932,828.61	0.00	179,067.58
	131,935.02	105,528.22	0.00	874,432.95	979,961.17	932,828.61	0.00	179,067.58
ATHLETICS	43,679.60			101,985.17	101,985.17	122,612.91	0.00	23,051.86
	43,679.60	0.00	0.00	101,985.17	101,985.17	122,612.91	0.00	23,051.86

Town of Andover
Special Revenue/Grants Rollforward
Fiscal Year Ending June 30, 2001

FUND/TITLE	BALANCE JULY 1, 2000	INTERGOV'TAL	INTEREST	DEPART- MENTAL	TOTAL REVENUES	TOTAL EXPEND	TOTAL OFS/OFU	BALANCE JUNE 30, 2001
SPED ENTITLEMENT	23,745.56	468,918.00			468,918.00	461,872.67	0.00	30,790.89
EARLY CHILDHOOD ALLOCATION	3,660.13	24,833.00			24,833.00	28,493.13	0.00	0.00
CURRICULUM FRAMEWORKS	11,757.12	48,206.00			48,206.00	24,209.81	0.00	35,753.31
IEP TRAINING GRANTS	(82.73)	2,900.00			2,900.00	2,817.27	0.00	0.00
CHAPTER 70	0.00	134,347.00			134,347.00	40,698.82	0.00	93,648.18
DRUG FREE SCHOOLS	0.00	30,747.00			30,747.00	30,747.00	0.00	0.00
TITLE I READING	0.00	132,714.00			132,714.00	130,996.67	0.00	1,717.33
Title VI	5,339.97	17,846.00			17,846.00	8,914.34	0.00	14,271.63
TECH LITERACY	8,763.77	20,000.00			20,000.00	28,763.77	0.00	0.00
PROFESSIONAL DEVELOPMENT	9,182.18	19,254.00			19,254.00	26,146.62	0.00	2,289.56
ADVANCED PLACEMENT	0.00	5,000.00			5,000.00	2,961.06	0.00	2,038.94
GIFTED AND TALENTED	2,467.33	3,750.00			3,750.00	6,217.33	0.00	0.00
CLASS SIZE REDUCTION	11,635.47	45,305.00			45,305.00	55,167.48	0.00	1,772.99
ACADEMIC SUPPORT	0.00	9,975.00			9,975.00		0.00	9,975.00
KINDERGARTEN TRANSITION	0.00	7,500.00			7,500.00		0.00	7,500.00
HEALTH PROTECTION	15,781.09	124,081.00			124,081.00	139,862.09	0.00	0.00
SAFE SCHOOLS	0.00	2,700.00			2,700.00	2,700.00	0.00	0.00
CORPORATE GRANTS	61,033.38			25,255.42	25,255.42	71,962.21	0.00	14,326.59
EQUIPMENT GRANT	0.00			15,000.00	15,000.00	1,265.00	0.00	13,735.00
LEA REVOLVING	51,797.79			24,750.00	24,750.00	41,338.05	0.00	35,209.74
DRUG ABUSE REVOLVING	483.46				0.00	483.46	0.00	0.00
ANDOVER C.A.R.E.S.	839.64				0.00	102.24	0.00	737.40
AIRS	20,644.12			4,757.73	4,757.73	5,944.91	0.00	19,456.94
ANDOVER /EISAI SCIENCE	3,037.77				0.00	1,680.63	0.00	1,357.14
COLLINS CTR REVOLVING	6,888.76			109,128.37	109,128.37	82,802.28	0.00	33,214.85
	236,974.81	1,098,076.00	0.00	178,891.52	1,276,967.52	1,196,146.84	0.00	317,795.49
EARLY CHILDHOOD REV	15,437.30			13,110.00	13,110.00	5,982.10	0.00	22,565.20
COMMUNITY A.S.K. REVOLVING	3,927.77			1,995.00	1,995.00	102.08	0.00	5,820.69
PARENT TO PARENT REVOLVING	8,273.67			8,842.00	8,842.00	10,545.84	0.00	6,569.83
ANDOVER BUDDY CORPS	0.00			4,500.00	4,500.00		0.00	4,500.00
FINE ARTS	10,742.92			16,079.71	16,079.71	20,650.53	0.00	6,172.10
PHYS ED REVOLV	5,531.96			945.00	945.00		0.00	6,476.96
LOST BOOKS	16,680.63			8,176.95	8,176.95	10,287.56	0.00	14,570.02
STUDENT TEACHER REVOLVING	9,076.98			8,872.00	8,872.00		0.00	17,948.98
OUTSIDE ACTIVITIES REV	90,049.55			56,886.76	56,886.76	65,043.82	0.00	81,892.49
AND/LAW COLLAB. REV.	2,319.41			2,000.00	2,000.00	2,075.85	0.00	2,243.56
	162,040.19	0.00	0.00	121,407.42	121,407.42	114,687.78	0.00	168,759.83
Total School Special Revenue Funds	574,629.62	1,203,604.22	0.00	1,276,717.06	2,480,321.28	2,366,276.14	0.00	688,674.76
Grand Totals Town and School Special Revenue Funds	1,777,460.24	1,782,085.51	2,219.43	4,334,905.56	6,119,210.50	5,630,856.22	(207,526.97)	2,058,287.55

**TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE***

ISSUE	ARTICLE	LOAN DATE	2002	2003	2004	2005	2006	2007 - 2011	2012 - 2016	2017 - 2022	6/30/2001
EXEMPT DEBT											
SCHOOL											
SCHOOL BONDS EXEMPT	ART 20-1, 1994	1-Nov-94	380,000.00	380,000.00	380,000.00	380,000.00	394,000.00	2,065,000.00	500,000.00		4,479,000.00
SCHOOL BONDS EXEMPT	ART 20-1, 1994	15-Nov-95	895,000.00	895,000.00	900,000.00	710,000.00	700,000.00	3,875,000.00	4,750,000.00		12,725,000.00
SCHOOL BONDS EXEMPT	ART 20-2, 1994	15-Nov-95	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00	250,000.00		750,000.00
SCHOOL BONDS EXEMPT	ART 20-1, 1994	1-Dec-96	595,000.00	580,000.00	580,000.00	585,000.00	590,000.00	3,035,000.00	3,210,000.00	650,000.00	9,825,000.00
SCHOOL BONDS EXEMPT	ART 20-2, 1994	1-Dec-96	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00	250,000.00	50,000.00	800,000.00
SCHOOL BONDS EXEMPT	ART 16, 1999	15-Dec-00	137,000.00	140,000.00	140,000.00	140,000.00	140,000.00	650,000.00	650,000.00	520,000.00	2,517,000.00
SCHOOL BONDS EXEMPT	ART 2, 2000	15-Dec-01		160,000.00	160,000.00	160,000.00	160,000.00	800,000.00	800,000.00	760,000.00	3,000,000.00
TOTAL SCHOOL EXEMPT			2,107,000.00	2,255,000.00	2,260,000.00	2,075,000.00	2,084,000.00	10,925,000.00	10,410,000.00	1,980,000.00	34,096,000.00
PUBLIC SAFETY CENTER											
PUBLIC SAFETY CENTER	ART 16, 1999	15-Dec-00	303,448.00	300,000.00	300,000.00	300,000.00	300,000.00	1,500,000.00	1,500,000.00	1,500,000.00	6,003,448.00
PUBLIC SAFETY CENTER	ART 40, 2001	15-Dec-01		10,000.00	15,000.00	15,000.00	15,000.00	65,000.00	50,000.00	65,000.00	235,000.00
PUBLIC SAFETY CENTER	ART 16, 1999	15-Dec-01		246,000.00	245,000.00	245,000.00	245,000.00	1,225,000.00	1,225,000.00	1,465,000.00	4,896,000.00
TOTAL PUBLIC SAFETY CENTER			303,448.00	556,000.00	560,000.00	560,000.00	560,000.00	2,790,000.00	2,775,000.00	3,030,000.00	11,134,448.00
TOTAL EXEMPT			2,410,448.00	2,811,000.00	2,820,000.00	2,635,000.00	2,644,000.00	13,715,000.00	13,185,000.00	5,010,000.00	45,230,448.00
PUBLIC SERVICE ENTERPRISES											
WATER DEBT											
WATER MAIN CONST	ART 37, 1987	1-Jul-92	50,000.00	50,000.00							100,000.00
WATER MAIN CONST	ART 46, 1992	1-Jul-92	210,000.00	200,000.00							410,000.00
BANCROFT PUMPING ST	ART 53, 1992	1-Jul-92	55,000.00	55,000.00							110,000.00
WATER MAIN	ART 46, 1992	1-Jul-93	45,000.00	45,000.00							90,000.00
BANCROFT PUMPING ST	ART 53, 1992	1-Jul-93	40,000.00	15,000.00	10,000.00						65,000.00
ADVANCE REFUNDING	ART 1A, 1987	15-Nov-93	238,000.00	244,000.00	236,000.00	226,000.00	211,000.00	851,000.00			2,006,000.00
ADVANCE REFUNDING	ART 1A, 1987	15-Nov-93	313,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00			863,000.00
ADVANCE REFUNDING	ART 1A, 1987	15-Nov-93	65,000.00	65,000.00	63,000.00	63,000.00	63,000.00	190,000.00			509,000.00
WATER BONDS	ART 37, 1987	1-Nov-94	70,000.00	70,000.00	70,000.00	70,000.00	79,000.00	336,000.00			595,000.00
WATER MAINS	ART 46, 1992	1-Nov-94	26,000.00	26,000.00	27,000.00	27,000.00	27,000.00	99,000.00			232,000.00
WATER PLANT IMPROVEMENTS	ART 32, 1995	15-Nov-95	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00				250,000.00
WATER MAINS	ART 33, 1995	15-Nov-95	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	550,000.00			825,000.00
FISH BROOK IMPROVEMENTS	ART 31, 1995	15-Nov-95	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00			250,000.00
WATER MAIN CONSTRUCTION	ART 46, 1992	15-Nov-95	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	50,000.00			125,000.00
WATER PUMP ST. REPAIR	ART 46, 1993	15-Nov-95	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00			100,000.00
WATER TRMT PLANT IMP	ART 32, 1995	1-Dec-96	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00			300,000.00
WATER MAIN CONSTRUCTION	ART 46, 1992	1-Dec-96	25,000.00	25,000.00	25,000.00	25,000.00	20,000.00	20,000.00	240,000.00		140,000.00
WATER DIST IMPROVEMENT	ART 24, 1996	15-Nov-97	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	600,000.00			1,440,000.00
WATER DIST IMPROVEMENT	ART 24, 1996	15-Dec-98	20,000.00	20,000.00	20,000.00	25,000.00	25,000.00	100,000.00			210,000.00
WATER MAINS	ART 61, 1998	15-Dec-98	45,000.00	45,000.00	45,000.00	50,000.00	50,000.00	200,000.00			435,000.00
FISH BROOK	ART 63, 1998	15-Dec-98	25,000.00	25,000.00	35,000.00	40,000.00	40,000.00	160,000.00			325,000.00
MAIN ST WATER DIST	ART 30, 2000	15-Dec-01		90,000.00	90,000.00	90,000.00	90,000.00	455,000.00	95,000.00		910,000.00
TOTAL WATER			1,552,000.00	1,410,000.00	1,056,000.00	1,051,000.00	1,040,000.00	3,946,000.00	335,000.00	0.00	10,390,000.00

*includes 12/15/01 issue

TOWN OF ANDOVER, MASSACHUSETTS

DEBT SCHEDULE*

PRINCIPAL

ISSUE	ARTICLE	LOAN DATE	2002	2003	2004	2005	2006	2007 - 2011	2012 - 2016	2017 - 2022	6/30/2001
SEWER DEBT											
SEWER- NORTH STREET	ART 41, 1991	1-Jul-92	30,000.00	30,000.00	230,000.00	230,000.00	230,000.00	230,000.00			60,000.00
ADVANCE REFUNDING	A21,84/26,85	15-Nov-93	230,000.00	230,000.00	45,000.00	45,000.00	45,000.00	134,000.00			1,380,000.00
ADVANCE REFUNDING	ART 28, 1989	15-Nov-93	56,000.00	45,000.00	20,000.00	20,000.00	20,000.00	30,000.00			370,000.00
SEWER PILGRIM/PIONEER	ART 32, 1997	15-Nov-97	20,000.00	20,000.00	15,000.00	55,000.00	55,000.00	165,000.00			130,000.00
SEWER MAYFLOWER	ART 35, 1997	15-Dec-98	260,000.00	260,000.00	50,000.00	50,000.00	50,000.00	235,000.00			320,000.00
SEWER PLANS	ART 31, 1998	15-Dec-98	15,000.00	15,000.00	60,000.00	60,000.00	10,000.00	65,000.00			780,000.00
SEWER BROOK/CHESTNUT	ART 33, 1998	15-Dec-98	60,000.00	60,000.00	5,000.00	140,000.00	140,000.00	140,000.00			380,000.00
PLANS - ROGERS BROOK	ART 34, 1998	15-Dec-98	5,000.00	5,000.00	10,000.00	10,000.00	10,000.00	65,000.00			180,000.00
SEWER BALMORAL	ART 51, 1998	15-Dec-98	140,000.00	140,000.00	40,000.00	40,000.00	50,000.00	200,000.00			100,000.00
SEWER PLANS SO MAIN ST	ART 31, 1998	15-Nov-99	50,000.00	50,000.00	10,000.00	250,000.00	250,000.00	1,250,000.00	1,500,000.00		560,000.00
SEWER PLANS ROGERS BROOK	ART 34, 1998	15-Nov-99	10,000.00	10,000.00	250,000.00	170,000.00	170,000.00	850,000.00	1,020,000.00		160,000.00
SEWER PLANS FOREST HILLS	ART 20, 1999	15-Nov-99	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	140,000.00			200,000.00
SEWER CONST BEACON ST	ART 43, 1999	15-Nov-99	1,250,000.00	1,250,000.00	1,250,000.00	1,250,000.00	1,250,000.00	1,500,000.00			215,000.00
SEWER SOUTH MAIN ST	ART 41, 1999	15-Dec-01	170,000.00	170,000.00	170,000.00	170,000.00	170,000.00	850,000.00			5,000,000.00
SEWER FOREST HILLS	ART 13, 2000	15-Dec-01	931,000.00	1,340,000.00	1,310,000.00	1,070,000.00	865,000.00	3,099,000.00	2,100,000.00	2,520,000.00	3,400,000.00
TOTAL SEWER			2,483,000.00	2,750,000.00	2,366,000.00	2,121,000.00	1,905,000.00	7,045,000.00	2,435,000.00	2,520,000.00	13,235,000.00
TOTAL PUBLIC SERVICE ENTERPRISES											23,625,000.00
GENERAL FUND NON-EXEMPT											
SCHOOL DEBT											
SCHOOL RENOVATIONS	ART 1A, 1992	1-Jul-93	240,000.00	240,000.00	240,000.00	10,000.00	10,000.00	50,000.00	10,000.00		720,000.00
MIDDLE SCHOOL ROOF REPL	ART 44, 1996	1-Dec-96	10,000.00	10,000.00	90,000.00	90,000.00	90,000.00	620,000.00	160,000.00		110,000.00
HHS RENOVATION	ART 23, 1996	1-Nov-97	90,000.00	90,000.00	50,000.00	140,000.00	135,000.00	405,000.00			1,230,000.00
HTS RENOVATION	ART 23, 1996	15-Dec-98	50,000.00	50,000.00	80,000.00	70,000.00	80,000.00	360,000.00			830,000.00
SCHOOL PLANS	ART 26, 1997	15-Dec-98	40,000.00	40,000.00	60,000.00	70,000.00	70,000.00	375,000.00			100,000.00
SCHOOL RENOVATIONS	ART 69, 1998	15-Dec-98	530,000.00	530,000.00	530,000.00	380,000.00	385,000.00	1,810,000.00	170,000.00	0.00	670,000.00
TRACK/WINDOWS	ART 70, 1998	15-Dec-98									675,000.00
TOTAL SCHOOL											4,335,000.00
STREET											
BRIDGE REPAIR	ART 51, 1994	1-Nov-94	19,000.00	19,000.00	19,000.00	19,000.00					76,000.00
STORM DRAINS	ART 32, 1989	1-Jul-92	10,000.00	10,000.00	45,000.00	45,000.00	50,000.00	50,000.00			20,000.00
STORM DRAINS	ART 43, 1991	1-Jul-92	42,000.00	42,000.00	50,000.00	50,000.00	50,000.00	50,000.00			90,000.00
ROAD REPAIR	ART 50, 1994	1-Nov-94	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00			168,000.00
ROAD CONSTRUCTION	ART 36, 1995	15-Nov-95	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00			250,000.00
ROAD REPAIR	ART 66, 1996	1-Dec-96	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00			25,000.00
ROAD IMPROVEMENTS	ART 26, 1996	1-Dec-96	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00			300,000.00
STORM DRAINAGE IMPROVEMENTS	ART 25, 1996	1-Dec-96	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	100,000.00			60,000.00
ROAD IMPROVEMENTS	ART 30, 1997	15-Nov-97	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	30,000.00			350,000.00
GUARDRAILS	ART 32, 1997	15-Dec-98	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	30,000.00			100,000.00
HUSSEY BROOK/RIVER ST	ART 59, 1998	15-Dec-98	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00			80,000.00
SIDEWALK SALEM ST	ART 83, 1999	15-Dec-00	30,000.00	30,000.00	25,000.00	25,000.00	25,000.00	25,000.00			150,000.00
SIDEWALK HIGHPLAIN RD	ART 68, 2000	15-Dec-00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00			130,000.00
SIDEWALK CHESTNUT ST	ART 70, 2000	15-Dec-00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	100,000.00			300,000.00
ROAD BONDS LINCOLN CR	ART 54, 2000	15-Dec-00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	100,000.00			225,000.00
SIDEWALKS	ART 22, 2001	15-Dec-01	536,000.00	581,000.00	476,000.00	476,000.00	415,000.00	380,000.00	0.00	0.00	540,000.00
TOTAL STREET											2,864,000.00

TOWN OF ANDOVER, MASSACHUSETTS

DEBT SCHEDULE*

PRINCIPAL

ISSUE	ARTICLE	LOAN DATE	2002	2003	2004	2005	2006	2007 - 2011	2012 - 2016	2017 - 2022	6/30/2001
MUNICIPAL FACILITIES											
MHL-HVAC	ART 45, 1996	1-Dec-96	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	95,000.00	20,000.00		190,000.00
SENIOR CENTER	ART 24, 1997	15-Dec-98	10,000.00	10,000.00	10,000.00	20,000.00	20,000.00	60,000.00			130,000.00
PUBLIC SAFETY CENTER	ART 56, 1997	15-Dec-98	30,000.00	30,000.00	25,000.00						85,000.00
PEARSON ST ACQ	ART 58, 1998	15-Dec-98	15,000.00	15,000.00	40,000.00	20,000.00	20,000.00	40,000.00			150,000.00
TOWN BUILDING RENOVATION	ART 36, 1998	15-Dec-98	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	195,000.00			520,000.00
BUILDING RENOVATION	ART 45, 1999	15-Nov-99	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	400,000.00			900,000.00
SENIOR CENTER	ART 24, 2000	15-Dec-00	19,552.00	20,000.00	20,000.00	20,000.00	20,000.00	250,000.00			349,552.00
TOWN/SCHOOL BLDG PROJECTS	ART 26, 2000	15-Dec-01		75,000.00	75,000.00	75,000.00	75,000.00	395,000.00	80,000.00		775,000.00
DPW BUILDINGS	ART 38, 2001	15-Dec-01		30,000.00	30,000.00	30,000.00	30,000.00	150,000.00	30,000.00		300,000.00
TOTAL MUNICIPAL FACILITIES			254,552.00	360,000.00	380,000.00	345,000.00	345,000.00	1,585,000.00	130,000.00	0.00	3,399,552.00
PUBLIC SAFETY											
FIRE TRUCK	ART 37, 1995	15-Nov-95	30,000.00	30,000.00	25,000.00	25,000.00	25,000.00				135,000.00
FIRE TRUCK	ART 55, 1997	15-Dec-98	40,000.00	40,000.00	40,000.00	80,000.00	80,000.00	240,000.00			520,000.00
PUBLIC SAFETY FACILITY	ART 16, 1999	15-Nov-99	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	800,000.00			1,800,000.00
TOTAL PUBLIC SAFETY			270,000.00	270,000.00	265,000.00	305,000.00	305,000.00	1,040,000.00	0.00	0.00	2,455,000.00
LAND ACQUISITION											
ADVANCE REFUNDING	A21,87/26.88	15-Nov-93	58,000.00	56,000.00	56,000.00	56,000.00	56,000.00				282,000.00
LAND ACQUISITION	ART 54, 1994	1-Nov-94	24,000.00	24,000.00	23,000.00	23,000.00					94,000.00
LAND ACQUISITION	ART 62, 1993	1-Nov-94	39,000.00	39,000.00	39,000.00	39,000.00					156,000.00
LAND ACQUISITION	ART 62, 1993	15-Nov-95	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00			200,000.00
LAND ACQUISITION	ART 62, 1993	15-Dec-98	25,000.00	25,000.00	25,000.00	65,000.00	60,000.00	180,000.00			380,000.00
LAND ACQUISITION	ART 53, 1996	15-Dec-98	90,000.00	90,000.00	90,000.00	110,000.00	110,000.00	330,000.00			820,000.00
LAND ACQUISITION	ART 9A, 1996	15-Dec-98	80,000.00	80,000.00	80,000.00	120,000.00	120,000.00	860,000.00			1,340,000.00
LAND ACQUISITION	ART 19, 2001	15-Dec-01		17,000.00	15,000.00	15,000.00	15,000.00	75,000.00	15,000.00		152,000.00
TOTAL LAND ACQUISITION			336,000.00	351,000.00	348,000.00	448,000.00	381,000.00	1,545,000.00	15,000.00	0.00	3,424,000.00
LIBRARY LEASE/LEASEBACK											
		15-Dec-89	230,000.00	250,000.00	270,000.00	290,000.00	290,000.00				1,040,000.00
			230,000.00	250,000.00	270,000.00	290,000.00	0.00	0.00	0.00	0.00	1,040,000.00
SHAWSHEEN FIELD IMPROVEMENT	ART 47, 1996	1-Dec-96	15,000.00	15,000.00	15,000.00	10,000.00	10,000.00	50,000.00	10,000.00		125,000.00
LAND FILL CLOSURE	ART 28, 1996	1-Dec-96	25,000.00								25,000.00
REC PARK IMPROVE	ART 25, 1995	15-Nov-97	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	50,000.00			150,000.00
			60,000.00	35,000.00	35,000.00	30,000.00	30,000.00	100,000.00	10,000.00	0.00	300,000.00
TOTAL GENERAL FUND NON-EXEMPT			2,216,552.00	2,377,000.00	2,304,000.00	2,274,000.00	1,861,000.00	6,460,000.00	325,000.00	0.00	17,817,552.00
GRAND TOTAL			7,110,000.00	7,938,000.00	7,490,000.00	7,030,000.00	6,410,000.00	27,220,000.00	15,945,000.00	7,530,000.00	86,673,000.00

**TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE*
INTEREST**

ISSUE	ARTICLE	LOAN DATE	2002	2003	2004	2005	2006	2007 - 2011	2012 - 2016	2017 - 2022	6/30/2001
EXEMPT SCHOOL											
SCHOOL BONDS EXEMPT	ART 20-1, 1994	1-Nov-94	244,738.00	225,500.50	205,788.00	185,600.50	164,306.75	475,230.25	15,250.00		1,516,414.00
SCHOOL BONDS EXEMPT	ART 20-1, 1994	15-Nov-95	628,046.25	588,666.25	548,277.50	511,295.00	473,787.50	1,777,818.75	638,637.50		5,166,528.75
SCHOOL BONDS EXEMPT	ART 20-1, 1994	15-Nov-95	37,087.50	34,887.50	32,637.50	30,337.50	27,675.00	99,512.50	33,612.50		295,750.00
SCHOOL BONDS EXEMPT	ART 20-1, 1994	1-Dec-96	494,182.50	469,217.50	439,347.50	404,397.50	369,147.50	1,363,720.00	583,756.25	16,250.00	4,140,018.75
SCHOOL BONDS EXEMPT	ART 20-2, 1994	1-Dec-96	40,237.50	38,112.50	35,537.50	32,537.50	29,537.50	107,600.00	44,981.25	1,250.00	329,793.75
SCHOOL BONDS EXEMPT	ART 16, 1999	15-Dec-00	117,785.00	111,035.00	104,385.00	98,085.00	91,820.00	367,347.50	210,567.50	52,000.00	1,153,025.00
SCHOOL BONDS EXEMPT	ART 6, 2000	15-Dec-01	63,737.50	124,275.00	118,475.00	113,075.00	107,475.00	441,375.00	271,875.00	90,987.50	1,331,275.00
TOTAL SCHOOL EXEMPT			1,625,814.25	1,591,694.25	1,484,448.00	1,375,328.00	1,263,749.25	4,632,604.00	1,798,680.00	160,487.50	13,932,805.25
PUBLIC SAFETY CENTER											
PUBLIC SAFETY CENTER	ART 16, 1999	15-Dec-00	282,236.20	267,525.00	253,275.00	239,775.00	226,350.00	922,725.00	560,925.00	187,500.00	2,940,311.20
PUBLIC SAFETY CENTER	ART 40, 2001	15-Dec-01	4,987.50	9,775.00	9,331.25	8,825.00	8,300.00	32,900.00	21,343.75	10,175.00	105,637.50
PUBLIC SAFETY CENTER	ART 16, 1999	15-Dec-01	105,091.88	205,263.76	196,362.51	188,093.76	179,518.76	750,593.80	491,046.89	214,225.00	2,330,196.36
TOTAL PUBLIC SAFETY CENTER			392,315.58	482,563.76	458,968.76	436,693.76	414,168.76	1,706,218.80	1,073,315.64	411,900.00	5,376,145.06
TOTAL EXEMPT			2,018,129.83	2,074,258.01	1,943,416.76	1,812,021.76	1,677,918.01	6,338,822.80	2,871,995.64	572,387.50	19,308,950.31
PUBLIC SERVICE ENTERPRISES											
WATER DEBT											
ADVANCE REFUNDING	ART 1A, 1987	1-Feb-94									0.00
WATER MAIN CONST	ART 37, 1987	1-Jul-92	5,275.00	2,650.00							7,925.00
WATER MAIN CONST	ART 46, 1992	1-Jul-92	21,625.00	10,600.00							32,225.00
BANCROFT PUMPING ST	ART 53, 1992	1-Jul-92	5,802.50	2,915.00							8,717.50
WATER MAIN	ART 46, 1992	1-Jul-93	4,005.00	2,025.00							6,030.00
BANCROFT PUMPING ST	ART 53, 1992	1-Jul-93	2,895.00	1,135.00	460.00						4,490.00
ADVANCE REFUNDING	ART 1A, 1987	15-Nov-93	87,877.00	77,633.00	67,195.00	56,918.00	46,874.50	84,136.00			420,633.50
ADVANCE REFUNDING	ART 1A, 1987	15-Nov-93	31,543.00	22,605.00	17,820.00	12,925.00	7,865.00	2,640.00			95,398.00
ADVANCE REFUNDING	ART 1A, 1987	15-Nov-93	22,036.00	19,273.50	16,490.00	13,686.50	10,788.50	13,990.00			96,264.50
WATER BONDS	ART 37, 1987	1-Nov-94	37,043.00	33,499.25	29,868.00	26,149.25	22,046.13	41,853.39			190,459.02
WATER MAINS	ART 46, 1992	1-Nov-94	12,195.26	10,879.01	9,504.01	8,069.63	6,584.63	10,978.89			58,211.43
WATER PLANT IMPROVEMENTS	ART 32, 1995	15-Nov-95	10,912.50	8,712.50	6,462.50	4,162.50	1,500.00				31,750.00
WATER MAINS	ART 33, 1995	15-Nov-95	39,998.75	37,578.75	35,103.75	32,573.75	29,645.00	70,977.50			245,877.50
FISH BROOK IMPROVEMENTS	ART 31, 1995	15-Nov-95	11,818.75	10,718.75	9,593.75	8,443.75	7,112.50	16,131.25			63,818.75
WATER MAIN CONSTRUCTION	ART 46, 1992	15-Nov-95	5,818.75	5,158.75	4,483.75	3,793.75	2,995.00	6,452.50			28,702.50
WATER PUMP ST REPAIR	ART 46, 1993	15-Nov-95	4,727.50	4,287.50	3,837.50	3,377.50	2,845.00	6,452.50			25,275.00
WATER TRMT PLANT IMP	ART 32, 1995	1-Dec-96	15,200.00	13,075.00	10,500.00	7,500.00	4,500.00	1,500.00			52,275.00
WATER MAIN CONST	ART 46, 1992	1-Dec-96	7,000.00	5,937.50	4,650.00	3,150.00	1,800.00	600.00			23,137.50
WATER DIST IMPROVEMENT	ART 24, 1996	15-Nov-97	62,310.00	57,450.00	52,470.00	47,370.00	42,150.00	129,480.00	11,925.00		403,155.00
WATER DIST IMPROVEMENT	ART 24, 1996	15-Dec-98	7,602.50	6,907.50	6,197.50	5,368.75	4,425.00	8,025.00			38,526.25
WATER MAINS	ART 61, 1998	15-Dec-98	15,646.25	14,082.50	12,485.00	10,737.50	8,850.00	16,050.00			77,851.25
FISH BROOK	ART 63, 1998	15-Dec-98	11,906.25	11,037.50	9,970.00	8,590.00	7,080.00	12,840.00			61,423.75
MAIN ST WATER DIST	ART 30, 2000	15-Dec-01	17,756.25	33,712.50	30,450.00	27,412.50	24,262.50	67,212.50	2,018.75		202,825.00
TOTAL WATER			440,994.26	391,873.51	327,540.76	280,228.38	231,323.76	489,319.53	13,943.75	0.00	2,175,223.95

TOWN OF ANDOVER, MASSACHUSETTS

DEBT SCHEDULE*

INTEREST

ISSUE	ARTICLE	LOAN DATE	2002	2003	2004	2005	2006	2007 - 2011	2012 - 2016	2017 - 2022	6/30/2001
SEWER DEBT											
SEWER- NORTH STREET	ART 41, 1991	1-Jul-92	3,165.00	1,590.00							4,755.00
ADVANCE REFUNDING	A21.84/26.85	15-Nov-93	57,040.00	47,265.00	37,260.00	27,025.00	16,445.00	5,520.00			190,555.00
ADVANCE REFUNDING	ART 28, 1989	1-Aug-90									0.00
ADVANCE REFUNDING	ART 28, 1989	15-Nov-93	15,797.00	13,653.50	11,696.00	9,693.50	7,623.50	9,939.00			68,402.50
SEWER PILGRIM/PIONEER	ART 32, 1997	15-Nov-97	5,140.00	4,330.00	3,500.00	2,650.00	1,780.00	1,120.00			18,520.00
SEWER MAYFLOWER	ART 35, 1997	15-Dec-98	11,911.25	11,390.00	10,857.50	9,556.25	7,480.00	9,762.50			60,957.50
SEWER PLANS	ART 31, 1998	15-Dec-98	22,945.00	13,910.00	4,680.00						41,535.00
SEWER BROOK/CHESTNUT	ART 33, 1998	15-Dec-98	14,433.75	13,912.50	13,380.00	12,172.50	10,285.00	21,072.50			85,256.25
PLANS - ROGERS BROOK	ART 34, 1998	15-Dec-98	5,295.00	3,210.00	1,080.00						9,585.00
SEWER BALMORAL	ART 51, 1998	15-Dec-98	3,801.25	3,627.50	3,450.00	3,172.50	2,795.00	6,797.50			23,643.75
SEWER PLANS SO MAIN ST	ART 31, 1998	15-Nov-99	21,560.00	14,630.00	8,837.50	2,975.00					48,002.50
SEWER PLANS ROGERS BROOK	ART 34, 1998	15-Nov-99	6,160.00	4,180.00	2,525.00	850.00					13,715.00
SEWER PLANS FOREST HILLS	ART 20, 1999	15-Nov-99	7,700.00	5,225.00	3,156.25	1,062.50					17,143.75
SEWER CONST BEACON ST	ART 43, 1999	15-Nov-99	9,511.26	9,016.26	8,602.51	8,183.76	7,201.26	13,015.65			55,530.70
SEWER SOUTH MAIN ST	ART 41, 1999	15-Dec-01	107,343.75	209,687.50	200,625.00	192,187.50	183,437.50	767,187.50	502,343.75	220,000.00	2,382,812.50
SEWER FOREST HILLS	ART 13, 2000	15-Dec-01	72,993.75	142,587.50	136,425.00	130,687.50	124,737.50	521,687.50	341,593.75	149,600.00	1,620,312.50
TOTAL SEWER			364,797.01	498,214.76	446,074.76	400,216.01	361,784.76	1,356,102.15	843,937.50	369,600.00	4,640,726.95
TOTAL PUBLIC SERVICE ENTERPRISES			805,791.27	890,088.27	773,615.52	680,444.39	593,108.52	1,845,421.68	857,881.25	369,600.00	6,815,950.90

GENERAL FUND NON-EXEMPT

SCHOOL DEBT											
SCHOOL RENOVATIONS	ART 1A, 1992	1-Jul-93	32,400.00	21,840.00	11,040.00						65,280.00
MIDDLE SCHOOL ROOF REPL	ART 44, 1996	1-Dec-96	5,475.00	5,050.00	4,535.00	3,935.00	3,335.00	8,657.50	250.00		31,237.50
H/S RENOVATION	ART 23, 1996	14-Nov-97	53,625.00	49,980.00	46,245.00	42,420.00	38,505.00	114,692.50	7,950.00		353,417.50
H/S RENOVATION	ART 23, 1996	15-Dec-98	30,587.50	28,850.00	27,075.00	23,550.00	18,360.00	23,962.50			152,385.00
SCHOOL PLANS	ART 26, 1997	15-Dec-98	2,612.50	875.00							3,487.50
SCHOOL RENOVATIONS	ART 69, 1998	15-Dec-98	24,915.00	23,525.00	21,385.00	18,632.50	15,800.00	31,420.00			135,677.50
SCHOOL RENOVATIONS	ART 70, 1998	15-Dec-98	24,982.50	23,245.00	21,290.00	18,897.50	16,255.00	34,817.50			139,487.50
TOTAL SCHOOL			174,597.50	153,365.00	131,570.00	107,435.00	92,255.00	213,550.00	8,200.00	0.00	880,972.50

STREET											
BRIDGE REPAIR	ART 51, 1994	1-Nov-94	3,467.50	2,505.63	1,520.01	510.63					8,003.77
STORM DRAINS	ART 32, 1989	1-Jul-92	1,055.00	530.00							1,585.00
STORM DRAINS	ART 43, 1991	1-Jul-92	4,747.50	2,385.00							7,132.50
STORM DRAINS	ART 35, 1995	15-Nov-95									0.00
ROAD REPAIR	ART 50, 1994	1-Nov-94	7,665.00	5,538.75	3,360.00	1,128.75					17,692.50
ROAD CONSTRUCTION	ART 36, 1995	15-Nov-95	10,912.50	8,712.50	6,462.50	4,162.50	1,500.00				31,750.00
CENTER ST SIDEWALK	ART 66, 1996	1-Dec-96	1,220.00	1,007.50	750.00	450.00	150.00				3,577.50
ROAD IMPROVEMENTS	ART 26, 1996	1-Dec-96	15,200.00	13,075.00	10,500.00	7,500.00	4,500.00	1,500.00			52,275.00
STORM DRAINAGE IMPROV	ART 25, 1996	1-Dec-96	1,260.00								1,260.00
ROAD IMPROVEMENTS	ART 30, 1997	15-Nov-97	13,975.00	11,950.00	9,875.00	7,750.00	5,575.00	4,487.50			53,612.50
GUARDRAILS	ART 32, 1997	15-Dec-98	2,612.50	875.00							3,487.50
HUSSEY BROOK/RIVER ST	ART 59, 1998	15-Dec-98	2,807.50	2,460.00	2,105.00	1,737.50	1,360.00	1,775.00			12,245.00
SIDEWALK SALEM ST	ART 63, 1999	15-Dec-00	6,285.00	4,822.50	3,397.50	2,047.50	705.00				17,257.50
SIDEWALK HIGHPLAIN RD	ART 68, 2000	15-Dec-00	5,362.50	4,018.75	2,831.25	1,706.25	587.50				14,506.25
SIDEWALK CHESTNUT ST	ART 70, 2000	15-Dec-00	12,570.00	9,645.00	6,795.00	4,095.00	1,410.00				34,515.00
ROAD BONDS LINCOLN CR	ART 54, 2000	15-Dec-00	9,947.50	8,728.75	6,416.25	5,297.50	5,297.50	11,965.00			49,896.25
SIDEWALKS	ART 22, 2001	15-Dec-01	9,587.50	16,975.00	12,987.50	9,275.00	5,425.00	1,750.00			56,000.00
TOTAL STREET			108,675.00	93,229.38	68,125.01	46,779.38	26,510.00	21,477.50	0.00	0.00	364,796.27

*includes 12/15/01 issue

TOWN OF ANDOVER, MASSACHUSETTS

DEBT SCHEDULE*
INTEREST

ISSUE	ARTICLE	LOAN DATE	2002	2003	2004	2005	2006	2007 - 2011	2012 - 2016	2017 - 2022	6/30/2001
MUNICIPAL FACILITIES											
MHL-HVAC	ART 45, 1996	1-Dec-96	9,430.00	8,792.50	8,020.00	7,120.00	6,220.00	17,165.00	500.00		57,247.50
SENIOR CENTER	ART 24, 1997	15-Dec-98	4,732.50	4,385.00	4,030.00	3,475.00	2,720.00	3,550.00			22,892.50
PUBLIC SAFETY CENTER	ART 56, 1997	15-Dec-98	2,467.50	1,425.00	450.00						4,342.50
PEARSON ST ACQ	ART 58, 1998	15-Dec-98	5,283.75	4,762.50	3,780.00	2,685.00	1,930.00	1,965.00			20,406.25
TOWN BUILDING RENOVATION	ART 36, 1998	15-Dec-98	18,248.75	15,990.00	13,682.50	11,293.75	8,840.00	11,537.50			79,592.50
BUILDING RENOVATION	ART 45, 1999	15-Nov-99	38,175.00	33,225.00	29,087.50	24,900.00	20,575.00	37,187.50			183,150.00
SENIOR CENTER	ART 24, 2000	15-Dec-00	15,953.80	14,990.00	13,140.00	13,140.00	12,245.00	29,912.50			100,281.30
TOWN/SCHOOL BLDG PROJECTS	ART 26, 2000	15-Dec-01	15,156.25	28,812.50	26,093.75	23,562.50	20,937.50	57,912.50	1,700.00		174,175.00
DPW BUILDINGS	ART 39, 2001	15-Dec-01	5,850.00	11,100.00	10,012.50	9,000.00	7,950.00	21,750.00	637.50		66,300.00
TOTAL MUNICIPAL FACILITIES			115,297.55	123,482.50	109,196.25	95,176.25	81,417.50	180,980.00	2,837.50	0.00	708,387.55
PUBLIC SAFETY EQUIPMENT											
FIRE TRUCK	ART 37, 1995	15-Nov-95	5,787.50	4,467.50	3,231.25	2,081.25	750.00				16,317.50
FIRE TRUCK	ART 55, 1997	15-Dec-98	18,930.00	17,540.00	16,120.00	13,900.00	10,880.00	14,200.00			91,570.00
PUBLIC SAFETY FACILITY	ART 16, 1999	15-Nov-99	76,350.00	66,450.00	58,175.00	49,800.00	41,150.00	74,375.00			366,300.00
TOTAL PUBLIC SAFETY			101,067.50	88,457.50	77,526.25	65,781.25	52,780.00	88,575.00	0.00	0.00	474,187.50
LAND ACQUISITION											
ADVANCE REFUNDING	A21,87/26.88	1-Aug-90									0.00
ADVANCE REFUNDING	A21,87/26.88	15-Nov-93	11,242.00	8,820.00	6,384.00	3,892.00	1,316.00				31,654.00
LAND ACQUISITION	ART 54, 1994	1-Nov-94	4,273.76	3,058.76	1,840.01	618.13					9,790.66
LAND ACQUISITION	ART 62, 1993	1-Nov-94	7,117.50	5,143.13	3,120.01	1,048.13					16,428.77
LAND ACQUISITION	ART 62, 1993	15-Nov-95	9,455.00	8,575.00	7,675.00	6,755.00	5,690.00	12,905.00			51,055.00
LAND ACQUISITION	ART 62, 1993	15-Dec-98	13,943.75	13,075.00	12,187.50	10,518.75	8,160.00	10,650.00			68,535.00
LAND ACQUISITION	ART 53, 1996	15-Dec-98	29,117.50	25,990.00	22,795.00	19,112.50	14,960.00	19,525.00			131,500.00
LAND ACQUISITION	ART 9A, 1996	15-Dec-98	50,660.00	47,880.00	45,040.00	41,350.00	36,820.00	93,050.00			314,800.00
LAND ACQUISITION	ART 18, 2001	15-Dec-01	2,965.00	5,590.00	5,006.25	4,500.00	3,975.00	10,875.00	318.75		33,230.00
TOTAL LAND ACQUISITION			128,774.51	118,131.89	104,047.77	87,794.51	70,921.00	147,005.00	318.75	0.00	656,993.43
OLD TOWN HALL LEASE											
		15-Dec-89	71,225.00	52,745.00	32,725.00	11,165.00					167,860.00
			71,225.00	52,745.00	32,725.00	11,165.00	0.00	0.00	0.00	0.00	167,860.00
SPECIAL LEGISLATION											
SHAWSHEEN FIELD IMP	ART 47, 1996	1-Dec-96	6,095.00	5,457.50	4,685.00	3,935.00	3,335.00	8,657.50	250.00		32,415.00
LAND FILL CLOSURE	ART 28, 1996	1-Dec-96	525.00								525.00
REC PARK IMPROVEMENTS	ART 25, 1995	15-Nov-97	6,050.00	5,240.00	4,410.00	3,560.00	2,690.00	2,945.00			24,895.00
			12,670.00	10,697.50	9,095.00	7,495.00	6,025.00	11,602.50	250.00	0.00	57,835.00
			712,307.06	640,108.77	532,285.28	421,626.39	329,908.50	663,190.00	11,606.25	0.00	3,311,032.25
			3,536,228.16	3,604,455.05	3,249,317.56	2,914,092.54	2,600,935.03	8,847,434.48	3,741,483.14	941,987.50	29,435,933.46
TOTAL GENERAL FUND NON-EXEMPT											
GRAND TOTAL											

Town of Andover, Massachusetts
Analysis of Bonds Authorized and Unissued
December 15, 2001

ARTICLE	PROJECT NAME	AUTHORIZATION AMOUNT JULY 1, 2001	BONDING	AUTHORIZATION REMAINING DECEMBER 15, 2001
Art 18, 1985	SEWER SYSTEM IMPROVEMENTS	1,160,000.00		1,160,000.00
Art 26, 1995	FIELD IMPROVEMENTS	384,000.00		384,000.00
Art 47, 1996	SHAWSHEEN FIELD IMPROVEMENTS	4,000.00		4,000.00
Art 16, 1999	PUBLIC SAFETY CENTER (EXEMPT)	4,896,552.00	4,896,000.00	552.00
Art 41, 1999	SEWER CONSTRUCTION - SO MAIN ST	22,500,000.00	5,000,000.00	17,500,000.00
Art 42, 1999	SEWER CONSTRUCTION - ROGERS BROOK	4,300,000.00		4,300,000.00
Art 44, 1999	LANDFILL CLOSURE	2,200,000.00		2,200,000.00
Art 74, 1999	MAIN STREET STREETScape	304,000.00		304,000.00
Art 9, 2000	MIDDLE/ELEMENTARY SCHOOL (EXEMPT)	31,938,000.00	3,000,000.00	28,938,000.00
Art 13, 2000	SEWER CONST- FOREST HILLS	3,400,000.00	3,400,000.00	0.00
Art 26, 2000	TOWN/SCHOOL BLDG PROJECTS	775,000.00	775,000.00	0.00
Art 30, 2000	MAIN ST WATER DISTRIBUTION	910,000.00	910,000.00	0.00
Art 32, 2000	LAND ACQUISITION - CONSERVATION	1,500,000.00		1,500,000.00
Art 12, 2001	LAND ACQUISITION - LOWELL JUNCTION ROAD	2,000,000.00		2,000,000.00
Art 22, 2001	SIDEWALKS - CROSS /HIGH PLAIN/FOREST	540,000.00	540,000.00	0.00
Art 28, 2001	ACQUISITION OF SMITHSHIRE ESTATES	152,000.00	152,000.00	0.00
Art 32, 2001	TOWN/SCHOOL PROJECTS	1,157,000.00		1,157,000.00
Art 39, 2001	DPW BUILDINGS	300,000.00	300,000.00	0.00
Art 40, 2001	PUBLIC SAFETY CENTER (EXEMPT)	235,000.00	235,000.00	0.00
		<u>78,655,552.00</u>	<u>19,208,000.00</u>	<u>59,447,552.00</u>

**TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF RESERVE ACCOUNT AND COMPENSATION FUND
YEAR ENDING JUNE 30, 2001**

RESERVE FUND

Transfers by Authority of the
Finance Committee:

Transfers by Vote of Town Meeting
April , 2000

		From Taxation	200,000.00
Public Works	30,000.00		
Public Works	120,000.00		
Elder Services	11,685.00		
To Surplus	38,315.00		
	<u>200,000.00</u>		<u>200,000.00</u>

COMPENSATION FUND

Transfer by Authority of the
Board of Selectmen:

Transfers by Vote of the Town Meeting
April , 2000

General Government	104,000.00	From Taxation	10,000.00
Community Development	56,000.00	Carryforward	413,165.00
Community Services	23,000.00		
Elder Services	62,000.00		
Plant and Facilities	5,000.00		
Public Safety	29,000.00		
Library	123,850.01		

Transfer to Surplus	20,314.99		
	<u>423,165.00</u>		<u>423,165.00</u>

TOWN OF ANDOVER, MASSACHUSETTS
TRUST-CEMETERY -SPECIAL FUNDS
IN CUSTODY OF THE TOWN TREASURER
YEAR ENDING JUNE 30, 2001

FUND	BENEFICIARY	PRINCIPAL	BALANCE 1-Jul-00	DEPOSITS	INCOME	DRAWN	BALANCE 30-Jun-01
SPRING GROVE		654,796.00	- 747,023.04	124,408.68	36,893.66	95,000.00	813,325.38
SPRING GROVE			-40,059.09	0.00	0.00	0.00	-40,059.09
EMILINE LINCOLN	A.V.I.S	1,000.00	1,349.92	0.00	73.36	0.00	1,423.28
EMMA J. LINCOLN	A.V.I.S		735.16	0.00	45.09	0.00	780.25
CONSERVATION FUND	CONSERVATION		44,034.61	0.00	2,392.90	0.00	46,427.51
J. GREELEY	LIBRARY	5,000.00	5,960.91	0.00	323.92	0.00	6,284.83
STABILIZATION	TOWN		782,411.51	50,000.00	47,693.63	0.00	880,105.14
A. & A.V. LINCOLN	SPELLING BEE	1,000.00	6,097.02	0.00	331.31	0.00	6,428.33
A.J. LINCOLN	NEEDY CHILDREN	5,000.00	17,767.68	0.00	1,065.36	0.00	18,833.04
ALLEN	FLOWERS	200.00	260.76	0.00	14.16	0.00	274.92
AMERICAN LEGION	HIGH SCHOOL	200.00	870.55	0.00	47.32	0.00	917.87
BALLARDVALE MEMORIAL	FLOWERS	532.88	1,086.24	0.00	59.03	0.00	1,145.27
C.D. WOOD	MEMORIAL		930,493.04	0.00	50,564.42	0.00	981,057.46
CHRIS MAYNARD BOOKS	SOUTH SCHOOL	4,387.68	4,468.72	200.00	235.35	483.09	4,420.98
CONROY	HIGH SCHOOL	291.71	1,180.59	0.00	64.16	0.00	1,244.75
DAVID & LUCY SHAW	WELFARE	10,000.00	33,442.00	0.00	1,849.77	132.53	35,159.24
DRAPER	SCHOOL	1,058.93	11,688.77	0.00	555.92	0.00	12,244.69
E.I. RAYMOND	WELFARE/FLOWERS	1,302.77	1,914.97	0.00	183.30	0.00	2,098.27
ESTATE S.P. WHITE	SPRING GROVE	5,766.63	12,114.56	0.00	726.41	0.00	12,840.97
FARRINGTON	FLOWERS	600.00	1,362.01	0.00	74.02	0.00	1,436.03
HOLT	SCHOOL	81.95	533.84	0.00	23.88	0.00	557.72
JOHN CORNELL	WOOD & COAL	5,000.00	45,494.56	0.00	2,467.39	750.00	47,211.95
MARGARET G. TOWLE	PRINCIPAL	345,825.50	345,825.50	0.00	0.00	0.00	345,825.50
MARGARET G. TOWLE	INCOME		162,681.89	0.00	26,701.73	38,312.73	151,070.89
POLICE DRUG ACCOUNT	POLICE		8,858.98	0.00	137.19	4,256.09	4,740.08
PY FOR SALE OF LOTS			56,334.73	0.00	0.00	56,334.73	0.00
RAFTON (INTEREST)			1,973.22	0.00	108.98	-75.60	2,157.80
RAFTON (PRINCIPAL)	SCHOLARSHIP	598.50	598.50	0.00	0.00	0.00	598.50
RICHARDSON	SHAWSHEEN SCHOOL	1,000.00	4,460.94	0.00	242.42	0.00	4,703.36
SMART	FLOWERS	1,000.00	10,598.78	0.00	575.96	0.00	11,174.74
TAYLOR	FUEL	300.00	1,401.49	0.00	76.17	0.00	1,477.66
TOWN 400TH CELEBRATION			5,830.28	0.00	316.83	0.00	6,147.11
UNDISTRIBUTED TRUST FUNDS			91,045.90	0.00	0.00	0.00	91,045.90
W.L. RAYMOND	WELFARE	7,845.81	37,342.08	0.00	2,031.83	175.00	39,198.91
INSURANCE	TOWN		260,306.78	0.00	15,543.31	136,605.20	139,244.89
UNEMPLOYMENT COMPENSATION			246,965.57	0.00	14,566.65	61,227.83	200,304.39
TOWN INSURANCE HEALTH			2,945,707.14	5,045,139.70	79,491.40	5,678,998.74	2,391,339.50
WORKERS COMPENSATION			383,795.44	104,938.28	0.00	182,708.00	306,025.72
GRAND TOTAL ALL TRUST FUNDS			7,173,958.59	5,324,686.66	285,476.83	6,254,908.34	6,529,213.74

**ANNUAL TOWN ELECTION
MARCH 27, 2001**

The Total Number of Active Voters as of March 7, 2001: 19,926

The total number of ballots cast was 1979, viz:

Precinct 1	259	Precinct 2	272	Precinct 3	228	Precinct 4	262
Precinct 5	201	Precinct 6	253	Precinct 7	291	Precinct 8	213

	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Precinct 5	Precinct 6	Precinct 7	Precinct 8	TOTALS
MODERATOR									
JAMES D DOHERTY	197	219	185	217	160	208	249	170	1605
Blanks	52	46	39	40	36	42	35	38	328
Misc. Others	10	7	4	5	5	3	7	5	46
Total Votes	259	272	228	262	201	253	291	213	1979
BOARD OF SELECTMEN									
JOHN P HESS	188	163	152	166	118	137	157	135	1216
RAYMOND E HENDER	157	181	131	158	135	153	239	142	1296
TIMOTHY M McCARRON	94	120	113	119	96	143	109	84	878
Blanks	77	74	60	79	51	71	73	62	547
Misc. Others	2	6	0	2	2	2	4	3	21
Total Votes	518	544	456	524	402	506	582	426	3958
SCHOOL COMMITTEE									
RICHARD J COLLINS	187	214	171	208	166	203	234	163	1546
TINA GIRDWOOD	200	190	173	202	154	178	227	165	1489
Blanks	125	136	112	112	79	123	117	94	898
Misc. Others	6	4	0	2	3	2	4	4	25
Total Votes	518	544	456	524	402	506	582	426	3958
ANDOVER HOUSING									
RONALD C HAJJ	198	213	185	203	164	199	231	166	1559
Blanks	58	57	42	59	35	52	58	46	407
Misc. Others	3	2	1	0	2	2	2	1	13
Total Votes	259	272	228	262	201	253	291	213	1979

ANNUAL TOWN MEETING – APRIL 22, 24 & 30, 2001

<u>WARRANT ART. NO.</u>	<u>DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATT.GEN APPROVAL</u>
1	Election Results	Approved	
2	Election Not Required By Ballot	Approved	
3	Salaries/Elected Officials	Approved	
4	Budget - \$95,495,849	Approved	
5	Budget Transfers	Withdrawn	
6	Supplemental Budget Appropriations - \$1,674,953	Approved	
7	Free Cash - \$300,000	Approved	
8	Unexpended Appropriations	Withdrawn	
9	Recodification of Zoning Bylaw	Approved	Aug. 20, 2001 w/exceptions
10	Recreational Fields – Bonding - \$1,100,000	Defeated	
11	Transfer of Town Property for Conservation - Special Legislation	Defeated	
12	Land Acquisition – Lowell Junction Road Bonding - \$3,600,000	Approved	
13	General Housing Articles	Approved	
	a. Grant Program Authorization		
	b. Road Contracts		
	c. Town Report		
	d. Property Tax Exemptions Statute Acceptance		
	e. Contracts in Excess of Three Years Statute Acceptance		
	f. Accepting Easements		
	g. Granting Easements		
	h. Rescinding of Bond Authorizations	Withdrawn	
14	Road/Sidewalk Easements	Approved	
15	Unpaid Bills	Withdrawn	

ANNUAL TOWN MEETING – APRIL 23, 24 & 30, 2001

<u>WARRANT ART. NO.</u>	<u>DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATT.GEN APPROVAL</u>
16	Elderly/Disabled Transportation Program \$25,000 - Taxation	Approved	
17	Holiday Lighting - \$15,000 (Amended – Free Cash)	Approved	
18	Revolving Accounts Statute Acceptance	Approved	
19	Accumulated Employee Benefit Account \$300,000 – Free Cash	Approved	
20	Sewer Easement – Agilent Technology	Approved	
21	Re-zoning – River Road – Zoning Bylaw	Withdrawn	
22	Sidewalks – Cross Street, High Plain Road & Forest Hill Drive – Bonding - \$540,000	Approved	
23	Street Acceptances		
	a. Coderre Way	Approved	
	b. Noel Road	Not Laid Out	
	c. Steeple Court	Approved	
	d. Acorn Drive	Approved	
	e. Basswood Lane	Approved	
	f. Buttonwood Drive	Approved	
	g. Hazelwood Circle	Approved	
24	Will Hall/Senior Center Project Bonding - \$2,000,000	Defeated	
25	Smoking Bylaw Amendment – General Bylaw	Approved	Aug. 20, 2001
26	Sidewalk Reconstruction - \$600,000 - Taxation	Defeated	
27	Massachusetts Brownfields Act – General Bylaw	Approved	Aug. 20, 2001
28	Street Acceptance – Smithshire Estates Ext. Bonding - \$152,000	Approved	
29	Insertion of Private Warrant Articles – Substitute Motion	Approved	

ANNUAL TOWN MEETING – APRIL 23, 24 & 30, 2001

<u>WARRANT ART. NO.</u>	<u>DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATT.GEN APPROVAL</u>
30	Nickel Hill Power Plant - \$50,000 – Free Cash	Approved	
31	Demers Way – Easement	Approved	
32	Town/School Projects – Borrowing Bonding - \$1,157,000	Approved	
33	Town/School Projects – Free Cash - \$500,000	Approved	
a.	Geographic Information System - \$100,000		
b.	Firefighter Turnout Gear - \$90,000		
c.	Fire Emergency Comm. Wiring - \$35,000		
d.	West Fire Station – Short Term - \$50,000		
e.	West Fire Station – Long Term - \$100,000		
f.	Public Safety Center Computer Network - \$25,000		
g.	Modular Classrooms - \$55,000		
h.	Olde Andover Village Parking - \$45,000		
34	Moving Town Mtg. Out of Andover – General Bylaw	Approved	Aug. 20, 2001
35	Sidewalk – River Street to Lowell Junction Road Bonding - \$265,000	Defeated	
36	Re-zoning – Haggetts Pond Road – Zoning Bylaw	Withdrawn	
37	Sidewalk – Woburn Street – Bonding - \$65,000	Defeated	
38	Land Transfer – Deyermund Field	Approved	
39	Town Yard Repairs – Bonding - \$300,000	Approved	
40	Public Safety Center – Bonding - \$235,000	Approved	
41	Age Restrictions, Firefighters/Police Officers - Statute Acceptance	Approved	
42	Sewer Article Amendment - Article 41 from 1999 Annual Town Meeting	Approved	
43	Ballardvale Master Plan Design	Withdrawn	
44	Fireworks - \$9,000 – Free Cash	Approved	

ANNUAL TOWN MEETING - APRIL 23, 24, 30, 2001

Agreeably to a Warrant signed by the Selectmen on March 7, 2001 the Inhabitants of said Town who are qualified to vote in Elections and Town Affairs to meet and assemble at the designated polling place. All eight precincts: Precincts One, Two, Three, Four, Five, Six, Seven, Eight, are to vote at the Field House, Andover High School, Shawsheen Road, in said Andover, on

TUESDAY, THE TWENTY-SEVENTH DAY OF MARCH, 2001

at seven o'clock A.M. to eight o'clock P.M. to act upon the following articles:

Pursuant to the foregoing Warrant, I subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each school house and in no less than five other public places where bill and notices are usually posted and by publication in The Eagle Tribune. Said Warrants have been posted and published fourteen days.

Ronald Bertheim
Constable

ARTICLE 1. Took up Article One and proceeded to vote Town Offices. The ballot boxes were found to be empty and registered 0000. The polls were opened at seven o'clock A.M. and closed at eight o'clock P.M.

After the final action on the preceding Article One, the said meeting shall stand adjourned by virtue of Chapter 39, Section 20 of the Massachusetts General Laws, to April 23, 2001, at 7:00 P.M., at the Field House, Andover High School, Shawsheen Road, in said Andover.

ADJOURNED ANNUAL TOWN MEETING

APRIL 23, 2001

The check lists were used at the entrance and showed 1785 voters admitted to the meeting.

The meeting was called to order by James D. Doherty, Moderator, at 7:03 P.M.

The opening prayer was giving by Rabbi Robert Goldstein, Temple Emanuel, 7 Haggetts Pond Road.

Salute to the flag was led by Brian Major, Chairman, Board of Selectmen.

MaryAnn Iuliucci, a student at Andover High School sang the song, America, written by Samuel Francis Smith in 1831 while attending Andover Theological Seminary.

Upon unanimous consent it was VOTED to admit seventy-eight (78) non-voters to the meeting and allow non-voters to be escorted to the non-voting section thereafter.

Selectman Brian Major recognized and presented a citation to a retiring Selectman, Lori Becker for her service to the Town.

Joanne Marden, Chairman of the Finance Committee presented a plaque to Don Schroeder for his ten-year commitment to the Finance Committee and four-year commitment as Chairman.

The Chairman of the Board of Selectmen, Brian Major, announced that the first recipient of the Virginia Cole Community Service Award was to be given to Virginia Cole posthumously. Leah Gumli, Mrs. Cole's granddaughter, accepted the award. This award will be given each year for outstanding, long-term contributions to the Town in an elected, appointed or volunteer role or a combination of these.

The Moderator announced there would be no smoking¹²³ or food in the Gymnasium.

Upon motion made and duly seconded, it was VOTED by unanimous consent to dispense with the reading of the Warrant and return of service of the Constable.

Upon motion made and duly seconded, it was VOTED by unanimous consent that the Moderator refer to the warrant articles by number and subject matter.

The voting sections of the hall were laid out by the Moderator for the counters and voters.

The Moderator introduced Charles Dalton, the Town Meeting "Ombudsman" and reminded meeting members that he would help them with questions on process and amendments to articles.

The Moderator outlined the rules and regulations of the meeting to the meeting participants.

Brian Major, Chairman of the Board of Selectmen, presented a status report of previously approved Town projects.

ARTICLE 2. To elect all other officers not required by law to be elected by ballot.

On request of the Town Clerk

Upon motion made and duly seconded it was VOTED that Barbara Brandt-Saret, 9 Delphi Circle, be elected Trustee of the Cornell Fund for three years by a Majority vote.

ARTICLE 3. To establish the salaries of the elected officers for the ensuing year.

On request of the Town Clerk

Upon motion made and duly seconded it was VOTED by a Majority vote that the salaries of the elected Town Officers be established as follows:

Town Moderator -	\$250.00 for each Annual Town Meeting and \$60.00 for each Special Town Meeting except when it falls within the Annual Town Meeting.
Selectmen -	Chairman - \$1,800.00 Members - \$1,500.00
School Committee -	Chairman - \$1,800.00 Members - \$1,500.00

The Town Clerk presided over the vote for the Moderator's salary.

Finance Committee Report: Approval

Board of Selectmen Report: Approval

ARTICLE 4. To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2001 and ending June 30, 2002 or take any other action related thereto.

On request of the Town Manager

ARTICLE 4 - 2001 ANNUAL TOWN MEETING

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:

GENERAL GOVERNMENT

1 PERSONAL SERVICES	1,733,214
2 OTHER EXPENSES	1,061,712
TOTAL APPROPRIATED	2,794,926

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:

COMMUNITY DEVELOPMENT AND PLANNING

3 PERSONAL SERVICES	including \$13,000 in receipts from wetland filing fees	1,116,085
4 OTHER EXPENSES		152,740
TOTAL APPROPRIATED		1,268,825

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:

COMMUNITY SERVICES/YOUTH SERVICES

5 PERSONAL SERVICES	including \$208,430 in receipts from programs and activities	549,150
6 OTHER EXPENSES	including \$259,570 in receipts from programs and activities	322,170
TOTAL APPROPRIATED		871,320

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:

ELDER SERVICES

7 PERSONAL SERVICES	including \$48,500 in federal receipts, \$34,010 in grants and \$64,500 in meals donations, adult day receipts and newsletter ads	535,954
8 OTHER EXPENSES		141,901
TOTAL APPROPRIATED		677,855

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:

PLANT AND FACILITIES

9 PERSONAL SERVICES	including \$70,000 in rental receipts, \$75,000 from perpetual care and \$40,000 from sale of lots	2,546,828
10 OTHER EXPENSES	including \$25,000 from perpetual care and \$30,000 from parking receipts	3,069,488
TOTAL APPROPRIATED		5,616,316

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:

PUBLIC SAFETY

11 PERSONAL SERVICES	including: \$88,000 - grants, \$60,000 - police detail fees, \$57,490 - parking receipts and \$520,000 - ambulance receipts	9,642,366
12 OTHER EXPENSES	including \$9,250 from parking meter receipts	783,257
TOTAL APPROPRIATED		10,425,623

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:

PUBLIC WORKS

13 PERSONAL SERVICES		1,392,287
14 OTHER EXPENSES		4,127,850
TOTAL APPROPRIATED		5,520,137

Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:		
SEWER		
15 PERSONAL SERVICES		277,641
16 OTHER EXPENSES		1,431,100
TOTAL APPROPRIATED		1,708,741
Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:		
WATER		
17 PERSONAL SERVICES		1,409,978
18 OTHER EXPENSES		1,706,225
TOTAL APPROPRIATED		3,116,203
Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:		
LIBRARY		
19 PERSONAL SERVICES		1,717,541
20 OTHER EXPENSES		627,600
TOTAL APPROPRIATED		2,345,141
Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:		
UNCLASSIFIED		
21 COMPENSATION FUND		650,000
22 RESERVE FUND		200,000
TOTAL APPROPRIATED		850,000
Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:		
ANDOVER SCHOOL DEPARTMENT		
23 PERSONAL SERVICES		34,245,711
24 OTHER EXPENSES	including \$40,000 in insurance collections for student services.	8,309,086
TOTAL APPROPRIATED		42,554,797
An amendment by the Finance Committee was made and duly seconded to approve the School Budget in the amount of \$42,029,566.		
Amendment lost: YES 680 NO 875		
Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:		
GREATER LAWRENCE TECHNICAL HS		
25 GR LAW ASSESSMENT		73,882
TOTAL APPROPRIATED		73,882
Upon motion made and duly seconded, it was MOVED to raise and appropriate the following sums of money:		
FIXED		
26 INTEREST EXPENSE		4,044,353
27 BOND REDEMPTION		7,110,000
28 STABILIZATION FUND		74,769
29 GENERAL INSURANCE		550,000
30 RETIREMENT FUND		3,835,711
31 HEALTH INSURANCE FUND		3,700,000
TOTAL APPROPRIATED		19,314,833
GRAND TOTAL - Point of information only -		97,138,599
less dedicated Revenues		(1,642,750)
NET TOTAL	126	95,495,849

ANNUAL TOWN MEETING - APRIL 23, 24, 30, 2001

Finance Committee	Approval with amendment
Board of Selectmen	Approval
School Committee	Approval

SPECIAL ARTICLES - FREE CASH

Article 7	Free Cash FY 2001	\$300,000
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SPECIAL ARTICLES FROM FREE CASH

Article 6	Supplemental School FY2000 Budget	912,007
	Public Works – Other Expenses	715,946
	Human Resources – Other Expenses	47,000
Article 17	Holiday Lights	15,000
Article 19	Accumulated Employee Benefit Account	300,000
Article 30	Nickel Hill Power Plant	50,000
Article 33	Town/School Projects	500,000
Article 44	Fireworks	<u>9,000</u>
	TOTAL	2,548,953

SPECIAL ARTICLES – TRANSFER OF FUNDS

NONE

RESCIND BOND AUTHORIZATIONS

NONE

SPECIAL ARTICLES - BORROWING

Article 12	Land Acquisition – Lowell Junction Road	2,000,000
Article 22	Sidewalk Construction – Cross Street	540,000
Article 28	Acquire Smithshire Estates Extension	152,000
Article 32	Town/School Projects	1,157,000
Article 39	Town Yard	300,000
Article 40	Public Safety Center	<u>235,000</u>
	TOTAL	4,384,000

UNEXPENDED APPROPRIATIONS

NONE

SPECIAL ARTICLES - CHAPTER 44 SEC. 53 1/2 REVOLVING ACCOUNTS

Article 18A Community Development and Planning	25,000
Article 18B Health Department - Title V	20,000
Article 18C Health Department - Clinic Supplies	5,000
Article 18D Department of Community Services	200,000
Article 18E Youth Services	150,000
Article 18F Plant and Facilities Field Maintenance	30,000
Article 18G Elder Services	100,000
Article 18H Public Safety	<u>50,000</u>
TOTAL	580,000

SPECIAL ARTICLES FROM TAXATION

Article 16 Elderly/Disabled Transportation Program	<u>25,000</u>
TOTAL	25,000

SPECIAL ARTICLES FROM STABILIZATION FUND

NONE

SPECIAL ARTICLES FROM SEWER RESERVES

NONE

SPECIAL ARTICLES FROM CONSERVATION FUND

NONE

A true Record

A T T E S T

Randall L. Hanson

Town Clerk

ARTICLE 5. To see if the Town will vote to transfer from amounts previously appropriated at the April 24, 2000 Annual Town Meeting as authorized by MGL Chapter 44, Section 33B or take any other action related thereto.

On request of the Town Manager as recommended by the Finance Director

Upon motion moved and seconded Article 5 was **WITHDRAWN**.

ARTICLE 6. To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the April 24, 2000 Annual Town Meeting or take any other action related thereto.

On request of the Town Manager as recommended by the Finance Director

Upon motion moved and seconded it was voted by a Majority vote that the Town transfer the sum of \$1,674,953 from Free Cash and appropriate \$912,007 to School Department - Other Expenses - for special needs transportation and out of district placement and \$715,946 to Public Works – Other Expenses - for snow and ice control costs and \$47,000 to Human Resources - Other Expenses.

Finance Committee Report: Approval

Board of Selectmen Report: Approval

ARTICLE 7. To see what amount the Town will vote to permit the Assessors to use in free cash to reduce the Fiscal Year 2002 tax rate and to effect appropriations voted at the 2001 Annual Town Meeting.

On request of the Town Manager as recommended by the Finance Director

Upon motion made and duly seconded it was voted that the Town approve Article 7 in the amount of \$300,000 by a Majority vote.

ARTICLE 8. To see what disposition shall be made of unexpended appropriations and free cash in the treasury.

On request of the Town Manager as recommended by the Finance Director

Upon motion made and duly seconded Article 8 was WITHDRAWN by a Majority Vote.

ARTICLE 9. To see if the Town will vote to amend the Andover Zoning Bylaw, Article VIII, by making the following changes:

ITEM 1. DELETE THE ANDOVER ZONING BY-LAW IN ITS ENTIRETY, INCLUDING THE FOLLOWING SECTIONS OF THE ZONING BY-LAW:

<u>SECTION</u>	<u>SUBJECT</u>
Section I.	Purpose
Section II.	Definitions
Section III.	Establishment of Districts
Section IV.	Use Regulations Table of Use Regulations
Section V.	Dimensionnel Requirements Table of Dimensional Requirements
Section VI.	Other Requirements, including parking; signs; landscaping, buffering, lighting; cluster development; earth movement;

SECTIONSUBJECT

Section VI. (Cont'd)

Office Park District; Agriculture and livestock; Industrial D; Flood Hazard District; Accessory Scientific Uses; Design Advisory Group; General Business District Design Guidance; Towers; Wireless Communications; Multiple Dwellings; Watershed Protection Overlay District; Site Plan Review; Mixed Use District; Child Care Facility; unregistered vehicle or vehicle not in condition for travel; Adult Uses; Elderly Housing; Alternative modes of travel

Minimum Parking Space and Aisle Dimensions for Parking Areas

Section VII.

Nonconformance

Section VIII.

Administration and procedure

ITEM 2. ADD THE FOLLOWING NEW SECTIONS IN THE RE-CODIFIED ANDOVER ZONING BY-LAW, AS FOLLOWS:

SECTIONSUBJECT

SECTION 1.0.

PURPOSE AND AUTHORITY

- | | |
|------|---------------|
| 1.1. | Purpose |
| 1.2. | Authority |
| 1.3. | Scope |
| 1.4. | Applicability |
| 1.5. | Amendments |
| 1.6. | Severability |

SECTION 2.0.

DISTRICTS

- | | |
|------|--|
| 2.1. | Establishment |
| 2.2. | Overlay Districts |
| 2.3. | Zoning Map |
| 2.4. | Rules for Interpretation of Zoning District Boundaries |

SECTION 3.0.

USE REGULATIONS

- | | |
|------|-----------------------------------|
| 3.1. | General |
| 3.2. | Accessory Uses |
| 3.3. | Nonconforming Uses and Structures |

SECTION 4.0.

DIMENSIONAL REQUIREMENTS

- | | |
|------|------------------------------------|
| 4.1. | General |
| 4.2. | Accessory Buildings and Structures |

SECTION

SUBJECT

SECTION 5.0.

GENERAL REGULATIONS

- 5.1. Off-Street Parking and Loading
- 5.2. Signs
- 5.3. Landscaping, Buffering and Lighting

SECTION 6.0.

SPECIAL REGULATIONS

- 6.1. Wireless Communication Facilities or Other Similar Communications Use
- 6.2. Amateur Radio Facilities
- 6.3. Earth Movement
- 6.4. Wind Energy Towers
- 6.5. Adult Uses
- 6.6. Child Care Facility
- 6.7. Unregistered Vehicles
- 6.8. Alternative Modes of Transportation
- 6.9. Agriculture and Livestock

SECTION 7.0.

SPECIAL RESIDENTIAL REGULATIONS

- 7.1. Cluster Development
- 7.2. Planned Development
- 7.3. Attached Cluster
- 7.4. Elderly Housing
- 7.5. Conversion to Multifamily Use
- 7.6. Multiple Dwellings

SECTION 8.0.

SPECIAL DISTRICT REGULATIONS

- 8.1. Watershed Protection Overlay District
- 8.2. Flood Hazard Overlay District
- 8.3. Reserved
- 8.4. Mixed Use District
- 8.5. Industrial D District

SECTION 9.0.

ADMINISTRATION AND PROCEDURES

- 9.1. Enforcement
- 9.2. Board of Appeals
- 9.3. Planning Board
- 9.4. Special Permits
- 9.5. Site Plan Review
- 9.6. Design Review
- 9.7. Repetitive Petitions

SECTION 10.0.

DEFINITIONS

SECTIONSUBJECT

APPENDIX A

TABLE 1

Table of Use Regulations

TABLE 2

Table of Dimensional Requirements

TABLE 3

Table of Off-Street Parking
Requirements

TABLE 4

Parking Dimensions

On request of the Planning Board

Upon motion made and duly seconded it was moved that Article 10 and 11 be taken out of order before Article 9. The Moderator refused to entertain the motion and declared it out of order as it has never been done at our Town Meetings and would set a precedent.

Upon motion made and duly seconded Article 9 was moved as printed in the Warrant as sent to each household. Upon motion made and duly seconded and approved by a Majority vote the following amendments were made to the bylaw to be added to the original motion:

1. In the third sentence of section 9.4.3, insert the word "major" before the words "non-residential project".
2. Amend Table 1 as follows: Under subsection 3.1.3.B.1, delete the word "exempt" at the beginning of the sentence.
3. Amend Table 1 as follows: After subsection 3.1.3.B.5, insert a new number 6 as follows:

	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID
--	-----	-----	-----	-----	----	----	----	----	----	----	----

"6. Philanthropic											
-------------------	--	--	--	--	--	--	--	--	--	--	--

or charitable institution	BA	BA	BA	N	BA	BA	BA	N	N	N	N"
---------------------------	----	----	----	---	----	----	----	---	---	---	----

4. Amend Table 1 as follows:

Under subsection 3.1.3.F.12, replace "3.2.2.1" with "3.2.1.1

5. Amend Table 1 as follows:

Under subsection 3.1.3.F.20, replace "Y" with "N" under the APT district column.

Amended Motion:**VOTE: Declared more than a 2/3 vote by Moderator****2/3 Vote Required****Article 9 was Approved as amended****VOTE: Declared more than 2/3 Vote by Moderator****A 2/3 Vote is Required**

Board of Selectmen Report:

Approval

Planning Board Report:

Approval

A complete copy of the recodified Zoning Bylaw is available in the Town Clerk's Office and the Department of Community Development and Planning.

ARTICLE 10. To see if the Town will vote to appropriate the sum of \$1,100,000 for the purpose of constructing recreational fields at the so-called Essex Sand and Gravel Pit off Abbot Street and bordered by Woburn Street and Andover Street including any related development of land and other costs incidental and related thereto and to authorize the Board of Selectman to acquire any necessary easements by gift, purchase or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(25) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

On request of the Plant and Facilities Director

Upon motion made and duly seconded it was moved that the sum of \$1,100,000 is hereby appropriated for the purpose of paying costs of constructing recreational fields at the so-called Essex Sand and Gravel Pit off Abbot Street and bordered by Woburn Street and Andover Street, including any related development of land and the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Section 7(25) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor, and further, that the Board of Selectmen are hereby authorized and directed to acquire any necessary easements by gift, purchase or eminent domain.

A friendly amendment was added to the original motion to read at the end of the paragraph “, except that there will be no expenditure for the installation of play field illumination.”

Upon motion made and duly seconded by the Finance Committee, it was moved to amend Article 10 to add the following to the end of the original motion. “, provided, however, that no sums shall be borrowed or expended hereunder unless and until the Town shall have voted to exempt the amounts required to repay any bonds or notes authorized by this vote from the limitations imposed by Chapter 59, Section 21C of the General Laws (also known as Proposition 2 ½).

The motion was DEFEATED by a Majority Vote

VOTE: YES: 447 NO: 701

The original motion with the friendly amendment was DEFEATED.

VOTE: YES: 804 NO: 517 A 2/3 Vote Required

Finance Committee Report:	Approval with amendment
Board of Selectmen Report:	Approval
Planning Board Report:	Approval
Conservation Commission Report:	Approval
Andover Commission on Disabilities	Approval

ARTICLE 11. To see if the Town will vote to transfer the care, custody and control of the Town property off Abbot Street and bordered by Woburn Street and Andover Street as shown on Assessors Map 117, Lots 15 and 22 and formerly known as the Essex Sand and Gravel Pit, to the Conservation Commission pursuant to the provisions of General Laws Chapter 40, Section 8C and to authorize the Board of Selectmen to petition the General Court for such Special Legislation that may be required to effect this change or take any other action related thereto.

On request of Thomas O. Jones and others

Upon motion made and duly seconded it was moved that the Town vote to transfer the care, custody and control of the Town property off Abbot Street and bordered by Woburn Street and Andover Street as shown

on Assessors Map 117, Lots 15 and 22 and formerly known as the Essex Sand and Gravel Pit, to the Conservation Commission pursuant to the provisions of General Laws Chapter 40, Section 8C and to authorize the Board of Selectmen to petition the General Court for such Special Legislation that may be required to effect this change or take any other action related thereto.

Article 11 was DEFEATED.

VOTE: YES: 414 NO: 718 A 2/3 Vote Required

Board of Selectmen Report: Disapproval
 Planning Board Report: Disapproval
 Conservation Commission Report: Disapproval

Upon motion made and duly seconded, it was voted to adjourn at 11:05 P.M., until Tuesday, April 24, 2001 at 7:00 P.M. at the Field House, Andover High School, Shawsheen Road.

ADJOURNED ANNUAL TOWN MEETING - APRIL 24, 2001

The checklists were used at the entrance and showed 723 voters were admitted to the meeting. The meeting was called to order by James Doherty, Moderator, at 7:00 P.M.

By unanimous consent it was voted to admit 44 (forty-four) non-voters to the meeting and to escort non-voters to the non-voter section thereafter.

The Moderator announced there would be no smoking or food in the Gymnasium.

Upon motion made and duly seconded, it was VOTED by unanimous consent to dispense with the reading of the Warrant and return of service of the Constable.

Upon motion made and duly seconded, it was VOTED by unanimous consent that the Moderator refer to the warrant articles by number and subject matter

The voting sections of the hall were laid out by the Moderator for the counters and voters.

ARTICLE 12. To see if the Town will vote to appropriate the sum of \$3,600,000 for the purpose of acquiring the Reichhold property totaling 46.6 acres, for open space, active and passive recreation, municipal storage and/or any other purpose for which the Town is authorized to acquire land or interests in land located at 77 Lowell Junction Road, including building(s) thereon, as follows:

<u>Assessors Map #</u>	<u>Parcel</u>	<u>Acres +/-</u>
159	1, 2, 3, 4, 6, 7, 8	32.6
182	6, 7	14.0

and to authorize the Conservation Commission and the Board of Selectmen on behalf of the Town and/or the Conservation Commission to acquire said land and buildings thereon by gift, purchase or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was moved that the sum of \$2,000,000 be appropriated for the purpose of paying costs of acquiring the Reichhold property totaling 46.6 acres, including any structures located thereon, for open space, active and passive recreation, municipal storage and/or any other purpose for which the Town is authorized to acquire land or interests in land, which land is located at 77 Lowell Junction Road and is more fully described as follows:

<u>Assessors Map #</u>	<u>Parcel</u>	<u>Acres +/-</u>
159	1,2,3,4,6,7,8	32.6
182	6,7	14.0

and the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Section 7(3) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor, and further, that the Board of Selectmen and the Conservation Commission are hereby authorized, and directed to acquire this land on behalf of the Town and/or the Conservation Commission by gift, purchase or eminent domain.

Upon motion made and duly seconded it was moved to amend Article 12 by adding the following to the end of the paragraph “, but specifically excluding the permanent or temporary storage of sand or gravel or salt or any mixture of these elements for the purpose of the treatment of road surfaces in winter”.

The amendment was approved by a Majority vote.

The amended motion was approved.

VOTE: Declared more than a 2/3 Vote by the Moderator A 2/3 Vote Required

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval
Planning Board Report:	Approval
Board of Health Report:	Approval

ARTICLE 13. To see if the Town will vote the following consent articles or take any other action related thereto:

A. Grant Program Authorization

To see if the Town will vote to authorize the Board of Selectmen and/or the Town Manager to apply for, accept and enter into contracts from time to time for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U. S. Government under any State or Federal grant program or take any other action related thereto.

On request of the Town Manager

B. Road Contracts

To see if the Town will vote to authorize the Town Manager to enter into a contract with the Massachusetts Highway Department Commissioners or the County Commissioners or the Federal Government for the construction and maintenance of public highways in the Town of Andover for the ensuing year or take any other action related thereto.

On request of the Town Manager

C. Town Report

To act upon the report of the Town officers or take any other action related thereto.

On request of the Town Manager

D. Property Tax Exemptions

To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 2002 for those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5 or take any other action related thereto.

On request of the Board of Assessors

E. Contracts in Excess of Three Years

To see if the Town will vote in accordance with the provisions of Massachusetts General Laws Chapter 30B, Section 12(b), to authorize the Town Manager or the Superintendent of Schools to solicit and award contracts for terms exceeding three years, including any renewal, extension or option, provided in each instance the longer term is determined to be in the best interest of the Town by a vote of the Board of Selectmen or the School Committee, as appropriate, or take any other action related thereto.

On request of the Town Manager

F. Accepting Easements

To see if the Town will vote to authorize the Board of Selectmen and the School Committee to accept grants of easements for water, drainage, sewer and utility purposes on terms and conditions the Board and the Committee deem in the best interests of the Town or take any other action related thereto.

On request of the Town Manager

G. Granting Easements

To see if the Town will vote to authorize the Board of Selectmen and the School Committee to grant easements for water, drainage, sewer and utility purposes on terms and conditions the Board and the Committee deem in the best interests of the Town or take any other action related thereto.

On request of the Town Manager

H. Rescinding of Bond Authorizations

To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings or take any other action related thereto.

On request of the Finance Director

Upon Motion made and duly seconded it was voted by a Majority vote to WITHDRAW Article 13H, Rescinding Bond Authorizations.

Upon Motion made and duly seconded Article 13A through 13G was approved as printed in the Warrant by a Majority vote.

Board of Selectmen Report: Approval

ARTICLE 14. To see if the Town will vote to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction or any other federal or state aid program for road or sidewalk improvements or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded Article 14 was approved as printed in the warrant.

VOTE: Declared more that a 2/3 vote by Moderator A 2/3 Vote Required

Board of Selectmen Report: Approval

Andover Commission on Disabilities: Approval

ARTICLE 15. To see if the Town will vote to transfer from available funds a sum of money to pay unpaid bills for which obligation was incurred in prior fiscal years or take any other action related thereto.

On request of the Town Accountant

Upon motion made and duly seconded Article 15 was WITHDRAWN by a Majority vote.

ARTICLE 16. To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$25,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program or take any other action related thereto.

On request of the Council on Aging

Upon motion made and duly seconded Article 16 was approved as printed in the Warrant in the amount of \$25,000 from taxation by a Majority vote.

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Andover Commission on Disabilities: Approval

ARTICLE 17. To see if the Town will vote to appropriate from available funds and/or taxation the sum of \$20,000 for the purpose of purchasing and installing holiday lights in the downtown area including, but not limited to, Elm Green, Andover Town House, Memorial Hall Library, Town Offices and the trees lining Main Street from Elm Square to Olde Andover Village.

On request of the Home of America Committee and others

Upon motion made and duly seconded it was voted by a Majority vote that the Town appropriate from Free Cash the sum of \$15,000 for the purpose of leasing, installing and maintaining holiday lights in the downtown area including, but not limited to, Elm Green, Andover Town House, Memorial Hall Library, Town Offices and the trees lining Main Street from Elm Square to Olde Andover Village.

Finance Committee Report: Approval

Board of Selectmen Report: Approval

ARTICLE 18. To see if the Town will vote to authorize the following revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, Section 53E1/2 for the fiscal year beginning July 1, 2001 or take any other action related thereto:137

Revolving Fund	Authorized to Spend	Use of Fund	Revenue Source	FY-2002 Limit
A. Community Development & Planning Department	Division Heads	Advertising legal hearing notice expenses for permit applications	Applicant Fees	\$25,000
B. Title V – Health Division	Public Health Director	Inspections and testing associated with Title V septic system regulations	Title V upgrade permit fee	\$20,000
C. Health Clinic	Public Health Director	Clinic supplies and other expenses	Clinic participant fees	\$5,000
D. Division of Community Services	Community Services Director	Trips, ticket sales and special programs and activities	Participant fees	\$200,000
E. Division of Youth Services	Youth Services Director	All programs and activities expenses, part-time help	Participant fees	\$150,000
F. Field Maintenance	Plant and Facilities Director	Field maintenance, upgrade and related expenses	Field rental fees	\$30,000
G. Division of Elder Services	Elder Services Director	Senior programs, classes and activities	Participant fees	\$100,000
H. Public Safety	Chief of Police	Maintenance and purchase of public safety radio and antennae equipment	Lease agreements for antenna users	\$50,000

On request of the Finance Director

Upon motion made and duly seconded Article 18 was approved as printed in the warrant by a Majority vote.

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Board of Health Report: Approval

ARTICLE 19. To see if the Town will vote to raise by taxation or by transfer from available funds and appropriate a sum not to exceed \$400,000 to the Accumulated Employee Benefit Account for funding accrued employee vacation and sick leave liabilities payable upon retirement or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded Article 19 was approved as printed in the warrant by a Majority vote in the amount of \$300,000 from Free Cash.

Finance Committee: Approval

Board of Selectmen: Approval

ARTICLE 20. To see if the Town will vote to transfer custody and control to the Board of Selectmen to abandon, and to authorize said abandonment of, all of the Town's right, title and interest in and to two sections of a sewer easement, said existing sewer easement is shown on Plan 7284 recorded with the Essex North District Registry of Deeds.

The two sections of said existing sewer easement to be abandoned by The Inhabitants of the Town of Andover are shown on a plan entitled "PLAN SHOWING ACQUISITION FOR UTILITY EASEMENTS and ABANDONMENT of EXISTING SEWER EASEMENTS in ANDOVER, MASS." by Andover Consultants, Inc. dated December 14, 2000, consisting of three sheets, and on file with the Andover Department of Public Works. Said two sections of the existing 30-foot wide sewer easement to be

abandoned are on land of Agilent Technology, Inc. and are more particularly bounded and described as follows:

Section A

EASTERLY by the existing 30-foot wide sewer easement, 30.0 feet;
SOUTHERLY by other land of Agilent Technology, Inc., 259.4 feet;
WESTERLY by the existing 30-foot wide sewer easement, 32.4 feet; and
NORTHERLY by other land of Agilent Technology, Inc., 216.3 feet.

Section B

SOUTHERLY by the existing 30-foot wide sewer easement, 45.6 feet;
SOUTHWESTERLY by other land of Agilent Technology, Inc., 435.3 feet;
SOUTHEASTERLY by other land of Agilent Technology, Inc., 432.7 feet;
SOUTHERLY by the existing 30-foot wide sewer easement, 39.6 feet;
NORTHWESTERLY by other land of Agilent Technology, Inc., 467.3 feet; and
NORTHEASTERLY by other land of Agilent Technology, Inc., 486.9 feet.

or take any other action related thereto.

On request of the Department of Public Works Director

Upon motion made and duly seconded Article 20 was approved as printed in the warrant.

VOTE: Declared more than a 2/3 vote by the Moderator A 2/3 Vote Required

Board of Selectmen Report: Approval

ARTICLE 21. To see if the Town will vote to re-zone property located between 25 River Road and 35 River Road from Single Residence C to Industrial A. More specifically, the area to be re-zoned is described as follows:

Beginning at a point in the centerline of River Road, said point located approximately 1080' west of the Town line between Andover and Lawrence, then proceeding in a northerly direction 200' along the property line between lot 8 and 9 as shown on Town of Andover Assessors Map 126, thence running westerly 660' ± across lot 8, a private way, lot 7 and lot 6 shown on Town of Andover Assessors Map 126, to a point on the property line between lot 6 and 4B as shown on Town of Andover Assessors Map 126, thence running southerly 200' along the property line between lot 6 and 4B shown on Town of Andover Assessors Map 126 to a point in the centerline of River Road, then along the centerline of River Road in an easterly direction 735'± to the point of beginning.

On request of Robert Parker, Leo Bibeau and others

Upon motion made and duly seconded Article 21 was WITHDRAWN by a Majority vote.

ARTICLE 22. To see if the Town will vote to appropriate the sum of \$540,000 for the purpose of constructing sidewalks on portions of Cross Street, High Plain Road and Forest Hill Drive and any other costs incidental and related thereto and to authorize the Board of Selectmen to acquire any necessary easements by gift, purchase or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow under and pursuant to Chapter 44, Section 7, Clause (6) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was voted that the sum of \$540,000 be appropriated for the purpose of paying costs of constructing sidewalks on portions of Cross Street, High Plain Road and Forest Hill Drive, including the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Section 7(6) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor, and further, that the Board of Selectmen are hereby authorized and directed to acquire any necessary easements by gift, purchase or eminent domain.

VOTE: Declared more that a 2/3 vote by the Moderator A 2/3 Vote Required

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval
School Committee Report:	Approval
Andover Commission on Disabilities:	Approval

ARTICLE 23. To see if the Town will vote to accept and name as a public way any or all of the following streets: Coderre Way, Noel Road, Steeple Court, Acorn Drive, Basswood Lane, Buttonwood Drive and Hazelwood Circle as further described below:

Coderre Way, as shown on a plan approved by the Andover Planning Board, entitled "Definitive Plan of Land Southwick Estates in Andover, Massachusetts", dated November 24, 1998 (revised) and recorded in the Essex North District Registry of Deeds as Plan Number 13425;

Noel Road, as shown on a plan approved by the Andover Planning Board, entitled "Hyatt Crossing", dated April 20, 1993 (revised) and recorded in the Essex North District Registry of Deeds as Plan Number 12272;

Steeple Court, as shown on a plan approved by the Andover Planning Board, entitled "Definitive Plan Steeple Court", dated December 30, 1996 and recorded in the Essex North District Registry of Deeds as Plan Number 13323;

Acorn Drive, as shown on a plan approved by the Andover Planning Board, entitled "Fieldstone Meadows", dated January 15, 1991 and recorded in the Essex North District Registry of Deeds as Plan Number 12000;

Basswood Lane, as shown on a plan approved by the Andover Planning Board, entitled "Fieldstone Meadows", dated January 15, 1991 and recorded in the Essex North District Registry of Deeds as Plan Number 12000;

Buttonwood Drive, as shown on a plan approved by the Andover Planning Board, entitled "Fieldstone Meadows", dated January 15, 1991 and recorded in the Essex North District Registry of Deeds as Plan Number 12000; and

Hazelwood Circle, as shown on a plan approved by the Andover Planning Board, entitled "Fieldstone Meadows", dated January 15, 1991 and recorded in the Essex North District Registry of Deeds as Plan Number 12000;

or take any other action related thereto.

On request of the Board of Selectmen

Upon motion made and duly seconded it was voted that the Town accept and name as a public way the following streets: Coderre Way, Steeple Court, Acorn Drive, Basswood Lane, Buttonwood Drive and Hazelwood Circle described as printed in the Warrant by a Majority vote.

NOEL ROAD WAS NOT LAID OUT

Board of Selectmen Report Approval

Planning Board Report: Approval

ARTICLE 24. To see if the Town will vote to appropriate \$2,000,000 towards the construction of the so-called Will Hall Senior Center Project and any and all costs incidental or related thereto and that to raise this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 79 (1) of the General Laws of the Commonwealth of Massachusetts, or any other enabling authority, and to issue bonds or notes of the Town therefore, funds to be available and expended when matched on a dollar-for-dollar basis by funds raised by the Friends of the Senior Center or others or take any other action related thereto.

On request of Richard J. Bowen and others

Upon motion made and duly seconded it was moved that the sum of \$2,000,000 be appropriated for the purpose of paying the Town's share of costs of the so-called Will Hall Senior Center Project, including the payment of all other costs incidental and related thereto, the total estimated cost of which is expected to be approximately \$5,200,000, to be funded in part from the funds of the Town appropriated by this vote, in part through a Community Development Block Grant from the Commonwealth of Massachusetts in the amount of approximately \$600,000 and the balance of which is to be raised by the Friends of the Senior Center and through grants and gifts from other sources, and that to meet this appropriation the Treasurer, with the approval of the Selectmen is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Sections 7(3) and 7(A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, provided, however that no Town funds may be borrowed or expended hereunder until the total amount of funds given to the town by the Friends of the Senior Center and/or any other grants or gifts equals at least \$3,200,000.

Article 24 was DEFEATED.

VOTE: YES: 194 NO: 400 A 2/3 vote required

Board of Selectmen Report: Approval

Finance Committee Report: Disapproval

Andover Commission on Disabilities: Approval

ARTICLE 25. To see if the Town will vote to make the following changes to amend the Town of Andover General Bylaw Article XII, Section 35; Smoking; sale and distribution of tobacco as follows:

Section 4. Retail Sale of Tobacco Products.

Paragraph (4) add the following sentence: The following sign, provided by the Andover Board of Health, shall be posted at each register "It is against State and local law to sell tobacco to minors. Report violations to the Board of Health at 623-8295."

Add new paragraph (8) as follows: A license from the Andover Board of Health shall be required to sell at retail all tobacco products within the Town of Andover. Agents for the Andover Board of Health shall have the authority to enforce any licensing requirements in accordance with MGL

Chapter 40, Section 21D, The Administrative Penalties Act. The fee for such license shall not exceed \$100 per calendar year.

Section 5. Tobacco vending machines.

Strike existing section and replace as follows:

5. Tobacco vending machines.

No person, firm, corporation, establishment or agency shall install or maintain a vending machine to distribute or sell tobacco products within the Town of Andover.

Section 6. Variance.

Delete

Section 7. Penalties/enforcement.

Paragraph (1) a through d strike and replace as follows:

- (1) Any person who violates any section of this bylaw may be subject to the following fines and penalties:
 - a. One hundred dollar fine for first offense.
 - b. Two hundred dollar fine and suspension of retail tobacco product license for seven (7) consecutive days for second offense within one year of first offense.
 - c. Three hundred dollar fine and suspension of retail tobacco product license for thirty (30) consecutive days for third offense within one year of first offense.

On request of the Board of Health

Upon motion made and duly seconded Article 25 was moved as printed in the Warrant.

Upon motion made and duly seconded it was moved to amend Article 25 by not deleting Section 6 of the General By-laws.

The amendment was DEFEATED by a Majority vote.

The original motion was taken up and it was voted to approve the original motion by a Majority vote.

Board of Selectmen Report:	Disapproval
Board of Health:	Approval

ARTICLE 26. To see if the Town will vote to raise by taxation and appropriate \$600,000 for the purpose of reconstructing sidewalks, including installing granite curbs, planting trees and any other costs incidental and related thereto and to authorize the Board of Selectmen to acquire any necessary easements by gift, purchase or eminent domain or take any other action related thereto.

On request of the Department of Public Works Director

Upon motion made and duly seconded Article 26 was Defeated.

VOTE: YES: 242 NO:148 A 2/3 vote Required

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval
Andover Commission on Disabilities:	Approval

ARTICLE 27. To see if the Town of Andover will vote to accept the provisions of Mass. G.L., Chapter 59, Section 59A, and to adopt a General Bylaw as follows:

MASSACHUSETTS BROWNFIELDS ACT – TAX AGREEMENTS

The Town of Andover is authorized, pursuant to Massachusetts General Laws, Chapter 59, Section 59A, as amended, to enter into agreements regarding payment or abatements of real estate taxes, and/or interest, and/or penalties relative to sites or portions of sites within the Town of Andover, from or at which there has been a release of oil or hazardous materials. The following are necessary conditions and components of any such agreement:

- (a) the site or a portion thereof must be one from, or at which, there has been a contaminated release of oil or hazardous material;
- (b) the site or a portion thereof is zoned for commercial or industrial uses;
- (c) the agreement must be for the purpose of environmental cleanup and redevelopment of such site, and shall require submission of any plans to address such;
- (d) the agreement must provide:
 - (i) the principal amount due of outstanding taxes, interest and penalties, before abatement of any amount thereof;
 - (ii) the amount of taxes, interest and penalties to be abated, if any;
 - (iii) the net amount of taxes, interest and penalties due after abatement;
 - (iv) the percent of interest to accrue, if determined applicable;
 - (v) the inception date of payment;
 - (vi) the date of final payment; and
 - (vii) late penalties and other terms of repayment.
- (e) agreements can only be made with an eligible owner as defined under M.G.L. Chapter 21E, Section 2. Eligible owners are new, “innocent” purchasers who did not own the site at the time the oil or hazardous material was released and did not cause or contribute to its release;
- (f) such agreements shall be negotiated by the Town Manager (with the assistance of the Manager’s various departmental staff members), the Town Treasurer and the Board of Assessors;
- (g) such agreements shall be subject to the approval vote of the Board of Selectmen;

ANNUAL TOWN MEETING - APRIL 23, 24, 30, 2001

- (h) such agreements, as required by said M.G.L. Chapter 59, Section 59A, shall be signed by the eligible property owner and the Chair of the Board of Selectmen;
- (i) such agreements shall be notarized and attested to by the Town Clerk;
- (j) such agreements shall contain any other provisions as may be required by law, ordinance or regulation of the Department of Revenue;
- (k) in the event any such agreement reduces the tax to be paid, abatements must be processed and charged to the overlays for the fiscal years of the taxes abated;
- (l) copies of the executive agreement shall be provided to the eligible property owner, the Board of Selectmen, and the following state and federal agencies; Massachusetts Department of Revenue (Property Tax Bureau), Massachusetts Department of Environmental Protection and United States Environmental Protection Agency.

On request of the Town Manager

Upon motion made and duly seconded Article 27 was approved as a General Bylaw as was posted in the posted warrant by a Majority vote.

Board of Selectmen Report:	Approval
Planning Board Report:	Approval
Board of Health Report:	Approval

Upon motion made and duly seconded, it was voted to adjourn at 10:13 P.M., until Monday, April 30, 2001 at 7:00 P. M. at the Field House, Andover High School, Shawsheen Road.

ADJOURNED ANNUAL TOWN MEETING – APRIL 30, 2001

The checklists were used at the entrance and showed 386 voters were admitted to the meeting.

The meeting was called to order by James Doherty, Moderator, at 7:00 P.M.

By unanimous consent it was voted to admit 16 (Sixteen) non-voters to the meeting and to escort non-voters to the non-voter section thereafter.

The Moderator announced there would be no smoking or food in the Gymnasium.

Upon motion made and duly seconded, it was VOTED by unanimous consent to dispense with the reading of the Warrant and return of service of the Constable.

Upon motion made and duly seconded, it was VOTED by unanimous consent that the Moderator refer to the warrant articles by number and subject matter

The voting sections of the hall were laid out by the Moderator for the counters and voters.

ARTICLE 28. To see if the Town will vote to accept Smithshire Estates Extension as a public way and authorize the Board of Selectmen to acquire by eminent domain, gift, purchase or otherwise any fee, easement or other interest in land known as Smithshire Estates as shown on a plan entitled "SUBDIVISION PLAN, Andover, Massachusetts, Smithshire Estates Extension," owned by Winchester Development Corporation, dated May 21, 1962, as prepared by Andover Engineers, Inc., and recorded in the North Essex

Registry of Deeds as Plan #5852 and on file in the office of the Town Clerk, and as constructed, and to award no damages for said taking or payment for said acquisition, and to appropriate and raise by taxation, transfer from available funds or borrowing or any combination thereof a sum of \$152,000 for required engineering services, legal services, repairs and improvements to Smithshire Estates and expenses incidental thereto, or take any other action related thereto.

On request of John R. Webb and others

Upon motion made and duly seconded it was moved that the Town accept Smithshire Estates Extension as a public way and authorizes and directs the Selectmen to acquire, by eminent domain, by gift, by purchase or otherwise, any fee, easement or other interest in land known as Smithshire Estates as shown on a plan entitled "SUBDIVISION PLAN, Andover, Massachusetts, Smithshire Estates Extension," owned by Winchester Development Corporation, dated May 21, 1962, as prepared by Andover Engineers, Inc., and recorded in the North Essex Registry of Deeds as Plan #5852 and on file in the office of the Town Clerk, and as constructed, and to award no damages for said taking or payment for said acquisition, and in connection with this acquisition, the sum of \$152,000 is hereby appropriated for the purpose of paying all other costs incidental and related to the acquisition by the Town of this interest in land, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Section 7(3A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore.

Article 28 was approved

VOTE: **Declared more that a 2/3 vote by Moderator** **A 2/3 Vote Required**

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval
Planning Board Report:	Approval

ARTICLE 29. To see if the Town will vote to empower the Selectmen to deny the First Amendment rights of Andover citizens to petition, by refusing to accept or insert private articles before they sign the Warrant.

On request of Dennis A. Teves and others

Upon motion made and duly seconded it was moved that the Town vote to empower the Selectmen to deny the constitutional rights of Andover Citizens and violate Massachusetts General Laws Chapter 39 Section 10 by refusing to insert all properly petition subjects that have been certified prior to the Selectmen signing of the Warrant.

Upon motion made and duly seconded it was moved to strike the motion as made and substitute a motion to authorize the Selectmen to continue inserting articles in the warrant in compliance with Article II Section 2 of the Town of Andover General Bylaws.

The substitute motion was approved by a Majority vote.

Board of Selectmen Report: Approval with substitute motion

ARTICLE 30. To see if the Town will vote to raise by taxation, by transfer of available funds or by any combination of the foregoing, and appropriate the sum of \$100,000 to represent the interests of the residents of the Town of Andover before all state and federal permitting agencies and, if necessary, before any court on appeal, of any decisions made by such agencies and courts regarding the Nickel Hill Energy power plant proposal in Dracut if the Selectmen determine that the health, safety and other concerns of the Andover

community are not adequately protected and/or if the factors involved in siting such a facility are not fairly and adequately considered in the decision-making process or take any other action related thereto.

On request of the Board of Selectmen

Upon motion made and duly seconded Article 30 was approved as printed in the Warrant in the amount of \$50,000 from free cash by a Majority vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Board of Health Report: Approval

ARTICLE 31. To see if the Town will vote to authorize the Board of Selectmen to accept an easement for maintenance on land designated as "Demers Way" as shown on a plan of land entitled "Definitive Subdivision Plan of Land in Andover, Mass. Entitled Demers Way dated June 20, 2000 by Cuoco & Cormier Engineering Associates, Inc." on file at the Clerk's office or take any other action related thereto.

On request of Michael L. Demers and others

Upon motion made and duly seconded Article 31 was approved as printed in the Warrant by a Majority vote.

Board of Selectmen Report: Approval

ARTICLE 32. To see if the Town will vote to appropriate the sum of \$1,157,000 for the reconstruction of bridges and for the purpose of remodeling, reconstructing or making extraordinary repairs to public buildings, including the payment of all costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (4) and Chapter 44, Section 7, Clause 3(A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was moved that the sum of \$1,157,000 be appropriated for the purpose of paying costs of reconstructing bridges and for paying costs of remodeling, reconstructing or making extraordinary repairs to public buildings, including the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Sections 7(4) and 7(3A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

Article 32 was approved

VOTE: Declared more that a 2/3 vote by Moderator A 2/3 Vote Required

Finance Committee Report: Approval

Board of Selectmen Report: Approval

School Committee Report: Approval

Andover Commission on Disabilities: Approval

ARTICLE 33. To see if the Town will vote to transfer from available funds and appropriate the sum of \$500,000 for the following purposes: Geographic Information System, Public Safety Computer Network, Fire Emergency Communication Wiring, Firefighter Turnout Gear, West Fire Station Improvements and Study, Olde Andover Village Parking, Modular Classrooms or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded Article 33 was approved as printed in the Warrant in the amount of \$500,00 from free cash by a Majority vote as follows:

\$100,000 for Geographic Information System.

\$90,000 for Firefighter Turnout Gear.

\$35,000 for Fire Emergency Communications Wiring

\$50,000 for West Fire Station – Short-term.

\$100,000 for West Fire Station – Long-term.

\$25,000 for Public Safety Computer Network – WAN.

\$55,000 for Modular Classrooms

\$45,000 For Olde Andover Village Parking

Finance Committee Report: Approval

Board of Selectmen Report: Approval

School Committee Report: Approval

ARTICLE 34. To see if the Town will vote to add the following General Bylaw:

Any Special or Annual Town Meeting may be held in a municipality bordering Andover upon a vote of the Board of Selectmen; provided however, that any meeting for the election by ballot of Federal, State or other officers or the determination of other matters that are to be determined by ballot at an election shall be held within the geographic limits of the Town or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded Article 34 was approved as printed in the Warrant by a Majority vote.

Board of Selectmen Report: Approval

ARTICLE 35. To see if the Town will vote to raise by taxation, by transfer from available funds, by bonding, or by any combination of the foregoing and appropriate the sum of \$265,000 for the purpose of constructing a new bituminous concrete sidewalk with granite curb by extending the existing sidewalk on the west side of River Street from number 55 to Lowell Junction Road.

On request of Arthur Barber and others

Upon motion made and duly seconded it was moved that the sum of \$265,000 be appropriated for the purpose of paying costs of constructing a new bituminous concrete sidewalk with granite curbing as an extension of the existing sidewalk on the west side of River Street, from Number 55 to Lowell Junction Road; that the Board of Selectmen is hereby authorized to acquire by gift, by purchase or by eminent domain such land or easements as may be required for this sidewalk including the payment of all other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Sections 7(3) and 7(6) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

Article 35 was DEFEATED

VOTE: YES: 118 NO: 176 A 2/3 vote is required
147

Finance Committee Report:	Disapproval
Board of Selectmen Report:	Disapproval
Andover Commission on Disabilities Report:	Approval

ARTICLE 36. To see if the Town will vote to amend the Andover Zoning Bylaw in Section III, District Boundaries (and make the appropriate changes to the Zoning Map of Andover, Mass.) to re-zone to Industrial D District (ID) from Single Family Residence C (SRC) those parcels of land situated on the westerly side of Haggett's Pond Road being more particularly shown as Lot A-1 and Lot B-1, and Road A on a Plan of Land entitled "Site Plan of Land Lot "A-1/B-1" Haggett's Pond Road, Andover, Massachusetts, dated January 12, 2000 prepared by Dana F. Perkins, Inc. (a copy of which is on file with the office of the Town Clerk). Said parcel of land being a portion of Lot 6 on Town of Andover's Assessor's Map 219; Lot 2A, Assessor's Map 221; Lot 2 on Assessor's Map 227.

On request of Yvon Cormier Construction Corp. and others

Upon motion made and duly seconded it was voted to WITHDRAW Article 36 by a Majority vote.

ARTICLE 37. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate the sum of \$65,000 for the purpose of constructing a new bituminous concrete sidewalk with granite curb on the west side of Woburn Street between Charlotte Drive and Enfield Street.

On request of Cindy Cromer and others

Upon motion made and duly seconded it was moved that the sum of \$65,000 be appropriated for the purpose of paying costs of constructing a new bituminous concrete sidewalk with granite curbing on the west side of Woburn Street, between Charlotte Drive and Enfield Street; that the Board of Selectmen is hereby authorized to acquire by gift, by purchase or by eminent domain such land or easements as may be required for this sidewalk including the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Sections 7(3) and 7(6) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

Article 37 was DEFEATED

VOTE: Declared less than a 2/3 Vote by the Moderator A 2/3 vote is required

Finance Committee Report:	Disapproval
Board of Selectmen Report:	Disapproval
Andover Commission of Disabilities Report:	Approval

ARTICLE 38. To see if the Town will vote to transfer the care, custody and control of the approximately 25.8 acres of land on Greenwood Road, as shown on a plan titled "Survey of Land in Andover, Mass. (West Parish), Made for Town of Andover, Mass. Scale 1" = 100', April 1941" Morse, Dickinson & Goodwin, Engineers and described as the FIRST TRACT in an order of taking dated August 25, 1941 recorded at the Essex County North Registry of Deeds at Book 644 Page 372, to the Board of Selectmen for general municipal purposes or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded Article 38 was approved as printed in the Warrant.

VOTE: **Declared more than a 2/3 vote by the Moderator** **A 2/3 vote required**

Board of Selectmen: Approval

ARTICLE 39. To see if the Town will vote to appropriate the sum of \$300,000 for the purpose of remodeling, reconstructing or making extraordinary repairs to the DPW and Plant and Facilities Buildings at the Town Yard off Lewis Street and any other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said sum under and pursuant to Chapter 44, Section 7, Clause 3(A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

On request of the Plant and Facilities Director

Upon motion made and duly seconded it was moved that the sum of \$300,000 be appropriated for the purpose of paying costs of remodeling, reconstructing and making extraordinary repairs to the DPW and Plant and Facilities Buildings at the Town Yard, off Lewis Street, including the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Section 7(3A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

Article 39 was approved

VOTE: **Declared more than a 2/3 vote by Moderator** **A 2/3 Vote Required**

Finance Committee Report: Approval

Board of Selectmen Report: Approval

ARTICLE 40. To see if the Town will vote to appropriate the sum of \$235,000 for the purpose of constructing a Public Safety Center on the existing site at 32 North Main Street and adjacent Town-owned parcels including demolition, site development, parking, original equipment and furnishings and other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, be authorized to borrow said sum in addition to all sums previously appropriated for the same purpose, under and pursuant to Chapter 44, Section 7, Clause (3) of the Massachusetts General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

On request of the Plant and Facilities Director

Upon motion made and duly seconded it was moved that the sum of \$235,000 be appropriated for the purpose of paying costs of constructing a Public Safety Center on the existing site at 32 North Main Street and adjacent Town-owned parcels, including costs of related site preparation work, original equipment and furnishings, and the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to the provisions of Chapter 44, Section 7(3A) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

Article 40 was approved

VOTE: **Declared more than a 2/3 vote by Moderator** **A 2/3 Vote Required**

Finance Committee Report: Approval

ANNUAL TOWN MEETING - APRIL 23, 24, 30, 2001

Board of Selectmen Report: Approval

ARTICLE 41. To see if the Town will vote to accept an amendment to Massachusetts General Laws, Chapter 31 by inserting, after section 58, Section 58A, which adopts the provisions of Chapter 242 of the Acts of 2000 relative to age restrictions on eligibility requirements for applicants for the position of firefighter or police officer or take any other action related thereto.

On request of the Andover Contributory Retirement Board

Upon motion made and duly seconded Article 41 was approved as printed in the Warrant by a Majority vote.

Board of Selectmen Report: Approval

Retirement Board Report: Approval

ARTICLE 42. To see if the Town will vote to amend Article 41 of the 1999 Town Meeting to remove 183, 187 and 191 Woburn Street from the list of addresses to be serviced by the proposed sewer system.

On request of Marianne P. Knowles and others

Upon motion made and duly seconded Article 42 was approved as printed in the Warrant by a Majority vote.

Board of Selectmen Report: Approval

ARTICLE 43. To see if the Town will vote to raise by taxation or transfer from available funds and appropriate the sum of \$150,000 to undertake design and engineering services for the Ballardvale Community Master Plan - Phase I Improvements - including but not limited to vehicular and pedestrian safety and traffic calming and streetscape improvements. The scope of the design and engineering services will include civil engineering, traffic engineering, topographical/boundary survey, landscape architectural services, and any other technical assistance as may be needed, or take any other action related thereto.

On request of the Ballardvale/Lowell Junction Area Traffic Task Force

Upon motion made and duly seconded Article 43 was WITHDRAWN by a majority vote.

ARTICLE 44. To see if the Town will vote to appropriate from available funds the sum of \$9,000 for the 2001 Independence Day fireworks celebration or take any other action related thereto.

On request of the Board of Selectmen

Upon motion made and duly seconded Article 44 was approved as printed in the Warrant in the amount of \$9,000 from free cash by a Majority vote.

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Upon motion made by Town Counsel Thomas Urbelis and duly seconded it was voted by a Majority vote to dissolve the Annual Town Meeting at 9:08 P.M.

A true record

A T T E S T

Randall L. Hanson
Randall L. Hanson
Town Clerk

TOWN OF ANDOVER DEPARTMENT/DIVISION HEAD DIRECTORY

Community Development & Planning Department	
Health Director	Everett F. Penney, Jr.
Planning Director	Stephen L. Colyer
Conservation Administrator	James A. Greer
Inspector of Buildings	Kaija M. Gilmore
Electrical Inspector	Richard J. Salenas
Plumbing, Gas & Sewer Inspector	Bruce P. Hale
Community Services Director	Mary L. Donohue
Elder Services Director	Jeanne M. Madden
Emergency Management Director	Brian J. Pattullo
Finance and Budget Department	
Finance Director	Anthony J. Torrisi
Chief Assessor	Bruce A. Symmes
Collector/Treasurer	David J. Reilly
Information Systems Manager	Barbara D. Morache
Purchasing Agent/Insurance Coordinator	Elaine M. Shola
Veterans Service Agent	John C. Doherty
Fire Chief	Charles H. Murnane, Jr.
Housing Authority Executive Director	Christine L. Metzemaekers
Human Resources Director	Candace A. Hall
Plant and Facilities Department	
Director	Joseph R. Piantedosi
Superintendent of Building Maintenance	Kenneth H. Parker
Superintendent of Parks and Grounds	John D. O'Donnell, Jr.
Superintendent of Plumbing, Heating and Electrical	Stephen M. Hayes
Police Chief	Brian J. Pattullo
Operations Commander	Lt. James D. Hashem
Public Works Department	
Director	John A. Petkus, Jr.
Highway Superintendent	John F. Canavan, Jr.
Superintendent of Water & Sewer Distribution	Morris B. Gray
Town Engineer	Brian W. Moore
Memorial Hall Library Director	James E. Sutton
Superintendent of Schools	Dr. Claudia L. Bach
Town Accountant	Rodney P. Smith
Town Clerk	Randall L. Hanson
Town Counsel	Thomas J. Urbelis
Town Manager	Reginald S. Stapczynski
Assistant Town Manager	Steven S. Bucuzzo
Youth Services Director	William D. Fahey



DIRECTORY OF TOWN OFFICIALS
AS OF DECEMBER 31, 2001

ELECTED

BOARD OF SELECTMEN

Ted E. Teichert, Ch.	- 2003
Brian P. Major	- 2003
John P. Hess	- 2004
Raymond E. Hender	- 2004
Mary K. Lyman	- 2002

SCHOOL COMMITTEE

Eric J. Nadworny, Ch.	- 2002
Tina B. Girdwood	- 2002
Frank Eccles	- 2003
Richard J. Collins	- 2004
Gerald F. Gustus	- 2003

ANDOVER HOUSING AUTHORITY

Ronald C. Hajj, Ch.	- 2006
Norma Villareal	- 2003
James A. Cuticchia	- 2004
Francis A. O'Connor	- 2005
Calvin A. Deyermund*	- 2006

* Appointed by Cabinet Secretary of
Executive Office of Communities
and Development

REGIONAL SCHOOL COMMITTEE

Leo J. Lamontagne, Ch., Lawr.	- 2003
Joseph M. Gleason, Andover	- 2003
Thomas L. Grondine, Methuen	- 2003
Ronald F. Ford, Methuen	- 2003
Evelyn A. Burke, Lawrence	- 2003
Daniel Fleming, Lawrence	- 2003
Mark Ford, No. Andover	- 2002

TRUSTEES OF PUNCHARD FREE SCHOOL

Earl G. Efinger	- 2003
Joan M. Lewis	- 2003
John R. Petty	- 2003
Donna C. Ellsworth	- 2003
Dr. Eric Stubenhaus	- 2003
Reverend Calvin F. Mutti	
Reverend James M. Diamond	
Reverend Joseph W. LaDu	

TRUSTEES, CORNELL FUND

Barbara Brandt-Saret	- 2004
Edward Cole	- 2002
Edward Morrissey	- 2003

TOWN MODERATOR

James D. Doherty	- 2002
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APPOINTED

TOWN MANAGER - REGINALD S. STAPCZYNSKI

FINANCE COMMITTEE

Joanne F. Marden, Ch.	- 2003
Margaret I. Jurgen	- 2002
Debra R. Silberstein	- 2003
Thomas E. Fardy	- 2004
Harold J. Wright	- 2003
Cynthia Milne	- 2004
Carl J. Byers	- 2002
Margaret M. Bradshaw	- 2002
Timothy L. Felter	- 2003

PLANNING BOARD

Paul J. Salafia, Ch.	- 2002
Susan W. Aloviseti	- 2003
Vincent A. Chiozzi, Jr.	- 2003
Linn N. Anderson	- 2004
Sheila M. Doherty	- 2006
John J. McDonnell - Associate	- 2006

MEMORIAL HALL LIBRARY TRUSTEES

Karen M. Herman, Ch.	- 2002
Carolyn Fantini	- 2004
Matthew L. Russell	- 2004
Ruth M. Dunbar	- 2002
Laurence J. Lamagna	- 2003
Maria A. Rizzo	- 2003

BOARD OF HEALTH

Dr. Douglas Dunbar, Ch.	- 2003
Joseph I. Pelc	- 2004
Dr. Daniel E. Coleman	- 2002

DESIGN ADVISORY GROUP

Ann E. Constantine	- 2004
Donald J. Harding	- 2002

CABLE ADVISORY COMMITTEE

John R. Dempsey, Ch.	- 2002
Annetta R. Freedman	- 2003
Barbara Worcester	- 2003
Gerald H. Silverman	- 2002

ZONING BOARD OF APPEALS

Daniel S. Casper, Ch.	- 2003
Carol C. McDonough	- 2004
Paul Bevacqua	- 2004
Peter F. Reilly	- 2002
Pamela H. Mitchell	- 2002
David W. Brown - Associate	- 2002
Nancy K. Jeton - Associate	- 2003
Stephen D. Anderson - Associate	- 2004
Lynne S. Batchelder - Associate	- 2003

CONSERVATION COMMISSION

Donald D. Cooper, Ch.	- 2002
Robert A. Pustell	- 2003
Paul J. Finger	- 2004
Thomas J. Murphy	- 2003
Marcia J. Miller	- 2003
Philip Sutherland	- 2004

PRESERVATION COMMISSION

Karen M. Herman, Ch.	- 2003
Ann E. Constantine	- 2002
Norma A. Gammon	- 2002
James S. Batchelder	- 2003
Dennis Ingram	- 2004
Raymond H. Flynn	- 2004
Mark DeLisio	- 2004

BOARD OF ASSESSORS

Bruce Symmes	- 2004
Archibald D. MacLaren	- 2003
John R. Petty	- 2002

TOWLE FUND

Phillip F. Sullivan	- 2002
Ruth E. Westcott	- 2003
Donna Dyer	- 2004

RETIREMENT BOARD

James Cuticchia, Ch.	- 2002
Marianne O'Leary	- 2004
John C. Doherty	- 2002
James L. Edholm	- 2003
Rodney P. Smith	Open

BALLARD VALE HISTORIC DIST. COMM.

Christian Huntress, Ch.	- 2003
Diane R. Derby	- 2002
Richard Bowen	- 2004
Ron Abraham	- 2003
Edward J. Morrissey	- 2003
Perry M. Raffi	- 2002
Mary Bogan	- 2004
Bruce S. Taylor - Alt.	- 2003
James Sheldon - Alt.	- 2003

SCHOOL BUILDING COMMITTEE

Mark B. Johnson, Ch.	- 2004
Alan J. Champagne	- 2002
Dr. Claudia L. Bach	- 2002
John J. Driscoll	- 2004
Tina B. Girdwood	- 2002
Thomas R. Deso	- 2003
Bernard R. Morrissey	- 2003

SPRING GROVE CEMETERY TRUSTEES

Paul Caselle, Ch.	- 2002
John S. Bigelow	- 2002
Kenneth J. Russo	- 2004
Arthur H. Richter	- 2003

YOUTH COUNCIL

Colleen Georgian	- 2002
Craig D. Gibson	- 2002

COMMISSION ON DISABILITIES

Michael Warshawsky, Ch.	- 2004
William C. O'Heaney	- 2001
Nancy Tammik-Smith	- 2004
Justin J. Coppola, Jr.	- 2004
Justin J. Coppola, Sr.	- 2002
Madelaine St. Amand	- 2003
Gilbert DeMoor	- 2002
Karen Jacobs-Gold	- 2002

HOUSING PARTNERSHIP COMMITTEE

Ronald C. Hajj	- 2002
Susan Garth Stott	- 2002
Joan Duff	- 2002
Donald M. Williamson	- 2003
Lawrence B. Morse	- 2003
Jeanne M. Madden	- 2004
Christopher D. Haynes - Emeritis	
Lorene A. Comeau - Emeritus	

PATRIOTIC HOLIDAY COMMITTEE

Calvin A. Deyermond, Ch.	- 2002
John C. Doherty	- 2002
John J. Lewis	- 2002
Edward J. Morrissey	- 2002
James M. Deyermond	- 2002
Edward (Ted) Cole	- 2002
Dorothy Volker	- 2002
Charles H. Murnane, Jr.	- 2002
Clifford A. Lawrence	- 2002

RECYCLING COMMITTEE

James T. Curtis, Ch.	- 2004
Candy Dann	- 2003
Jamie Doucett	- 2002
Joyce Ringleb	- 2004
Glenn A. Rogers, Jr.	- 2003

IND. DEV. FINANCING AUTHORITY

Michael W. Morris, Esq., Ch.	- 2003
Charles H. Wesson, Jr.	- 2004
John E. Shuman	- 2004

DEVELOPMENT & INDUSTRIAL COMM.

S. Joseph Hoffman	- 2003
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CULTURAL COUNCIL

Sharon R. Mason, Ch.	- 2002
Robert Katz	- 2004
Norma Villarreal	- 2004
Barbara Neal	- 2004
Stefani T. Goldshein	- 2004
Mark Spencer	- 2004
Adam Stone	- 2002
Norman Rice	- 2004

SCHOLARSHIP COMMITTEE

Kathleen M. Hess	- 2002
Rosalie Konjoian	- 2002
Madhu Sridhar	- 2002
Leo Lafond	- 2002
Mary K. Lyman	- 2002
Ruby Easton	- 2002
David Reilly	- 2002
Dr. Eric Stubenhaus	- 2002

COUNCIL ON AGING

Dorothy L. Bresnahan, Ch.	- 2002
Martin Epstein	- 2002
Oscar Rosenberg	- 2002
Robert J. Schneider, MD	- 2004
Vicki P. Coderre	- 2002
Marlies Zammuto	- 2004
Doreen Correnti	- 2003
Zeff Marusich	- 2003
William T. Ryan	- 2003
Richard Bowen	- 2004
Judith G. Trerotola	- 2003
Patricia VanVleet	- 2003
Francis A. O'Connor	- 2004

SENIOR CENTER BUILDING COMM.

Dorothy L. Bresnahan, Ch.	- 2004
Frank Sherman	- 2003
Doreen Correnti	- 2002
Parke Sickler	- 2003
Donna LaConti	- 2002
Rita M. Carrier	- 2002

**BALLARD VALE/LOWELL JUNCTION AREA
TRAFFIC TASK FORCE**

Raymond Hender, Chair	- 2002
Douglas White	- 2002
Jean Verzola-Henry	- 2002
Christian C. Huntress	- 2002
Lawrence P. Johnson	- 2002
Joseph W. Watson	- 2002
Richard Nill	- 2002
Arthur H. Barber	- 2002
Michael Frishman	- 2002
George H. Baxter	- 2002
Audrey Nason	- 2002
William M. Langdell	- 2002

TOWN GOVERNMENT REVIEW COMM.

Michael W. Morris, Ch.	- 2003
Paul C. Dow	- 2003
Julie Pike	- 2003
Ruth H. Dunbar	- 2003
Mark Merritt	- 2003
John D. O'Brien, Jr.	- 2003
Paula R. Trespas	- 2003
John D. Doherty, Ex. Officio	- 2003
Randall L. Hanson, Ex. Officio	- 2003

SENIOR CENTER TASK FORCE

Marlies Zammuto	- 2002
Arthur H. Barber	- 2002
Dr. Richard Lindsay	- 2002
Elizabeth R. Elowe	- 2002
Shirley Y. Chao-Cusick	- 2002
Donald W. Robb	- 2002
Deborah E. Banda	- 2002
Robert J. Screiber, M.D.	- 2002
Richard J. Bowen	- 2002
Tracy N. Callahan	- 2002
Clifford A. Lawrence	- 2002
Sandra L. Nazarro	- 2002
Mary K. Lyman – Board of Selectmen Liaison	
Dorothy L. Bresnahan – Council on Aging Liaison	
Mary Donohue – DCS Liaison	

BOARD OF REGISTRARS

Joanne D. Dee	- 2003
Carolyn Simko	- 2002
Wendall Mattheson	- 2004

MAIN STREET COMMITTEE

Clifford T. Markell, Ch.	- 2003
John R. Daher	- 2003
Judith F. Wright	- 2003
Abigail O'Hara	- 2003
Sheila M. Doherty	- 2003
Ann E. Constantine	- 2003
John C. Campbell	- 2003
John A. Simko	- 2003
Gerald T. Mulligan	- 2003
Karen M. Herman	- 2003

COMM. PRESERVATION ACT TASK FORCE

Margaret R. Keck	
Joseph R. Donohue	- 2002
Christian C. Huntress	- 2002
Karen M. Herman	- 2002
Susan Garth Stott	- 2002
Richard H. Moody	- 2002
Alexandra Driscoll	- 2002
John P. Hess – Board of Selectman Liaison	
Débra Silberstein – Finance Comm. Liaison	

VISION 21 COMMITTEE

Bruce E. Earnley, Ch.	- 2002
John R. Roberts	- 2003
Maria K. Bartlett	- 2002
Janice Burkholder	- 2004
Leo C. Chan	- 2004
Ann M. Daly	- 2003
William J. Dalton	- 2003
Joseph A. Dorsey, Jr.	- 2002
Richard S. Feldman	- 2004
Alan F. French	- 2004
Stephen M. Ishihara	- 2003
Amy L. Janovsky	- 2003
Clifford T. Markell	- 2002
Mary O'Donoghue	- 2004
Thomas J. Reynolds, Ph.D.	- 2002
Mindy B. Rutfield	- 2004
Rebecca M. Sykes	- 2003
Raymond E. Hender – Board of Selectman Liaison	

VETERANS AGENT

John C. Doherty	- 2002
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INSPECTOR OF ANIMALS

Richard D. Lindsay, DVM	- 2002
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GR. LAWRENCE SANITARY DISTRICT REP.

John A. Petkus, Jr.	- 2004
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NORTHEAST SOLID WASTE COMM. REP.

John A. Petkus, Jr.	- 2002
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MERR. VALLEY PLANNING COMM.

Stephen L. Colyer	- 2002
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MERR. VALLEY REG. TRANSIT AUTHORITY

Stephen L. Colyer	- 2002
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LOCAL SUPT. OF INSECT PEST CONTROL

John D. O'Donnell, Jr.	- 2002
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DIR. OF EMERGENCY MANAGEMENT

Police Chief Brian J. Pattullo	- 2002
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KEEPER OF THE LOCKUP

Police Chief Brian J. Pattullo	- 2002
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**IPSWICH RIVER WATERSHED
MANAGEMENT COUNCIL**

John Pollano	- 2002
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HOW CAN WE HELP YOU?

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Mailing Address:

Town Offices, 36 Bartlet Street, Andover, MA 01810

Business Hours at the Town Offices:

8:30 A.M. - 4:30 P.M. Monday - Friday
(Building Division - 8:00 A.M. - 4:00 P.M.)

Telephone Numbers:

POLICE/FIRE - EMERGENCY	911
Fire Department - Business	978-623-8466
Police Department - Business	978-475-0411
Animal Control Officer	978-623-8465
Town Offices Switchboard	978-623-8200
DCS Classes & Activities	978-623-8273/8274
Department of Public Works	978-623-8350
Human Resources Office	978-623-8530
Memorial Hall Library	978-623-8400
Senior Center	978-623-8321
Superintendent of Schools	978-623-8501

Andover's Home Page: <http://www.town.andover.ma.us>

Memorial Hall Library's Home Page: www.mhl.org

Andover's Population: 31,695 Square Miles: 32

Number of Acres: 19,900
1,768 controlled by Conservation Commission
1,200 owned by A.V.I.S.
889 owned by Commonwealth - Harold Parker State Forest

Andover's Tax Rate: \$14.13 - Residential and Open Space
\$19.57 - Commercial/Industrial & Personal Property

When are Taxes Due: Taxes are due quarterly on the following dates:
August 1st - November 1st - February 1st - May 1st

Excise Tax Information: Call Assessor's Office at 978-623-8264

Recycling:

Curbside Pickup: Every other week - recyclables (glass – all colors - newspapers, magazines, junk mail, office paper and paper board (cereal & cracker boxes), steel & tin cans, aluminum containers, #1 and #2 plastics and corrugated containers - crush/flatten) will be collected on the same day as the trash collection. Place recycling bin curbside by 7:00 A.M. on your pick up day.

Recycling Information & Complaints: Call Waste Management, Inc. at 1-800-562-0321

Compost Site: High Plain Road (Bald Hill area). Leaves and grass clippings. Open year round for walk-ins, drive-ins as announced in local newspapers.

Rubbish Complaints or Inquiries: BFI at 1-800-442-9006

Pothole or Snow Removal Complaints: Highway Division at 978-623-8426 or
Dept. of Public Works at 978-623-8350

How to Dispose of an Appliance: Appliances can no longer be left curbside with your trash - their disposal is the homeowner's responsibility. Suggestions for disposal: hire a private contractor or check with the company where your new appliance was purchased to see if they will take the old appliance.

Town Meeting and Election: Town Election is held the fourth Tuesday of March. Andover has an Open Town Meeting which is generally held four weeks following the Town Election.

Voter Registration Information: Town Clerk's Office 978-623-8255

Where To Inquire About or Obtain Licenses & Permits:

Ballfield Permits & Rentals	Facilities Coordinator	978-623-8450
	at Town House	
Birth Certificate	Town Clerk's Office	978-623-8255
Building Permits (construction, plumbing, gas, electric)	Building Division (Office Hours: 8:00 A.M. - 10:00 A.M.)	978-623-8301
Business Certificate	Town Clerk's Office	978-623-8255
Death Certificate	Town Clerk's Office	978-623-8255
Dog License	Town Clerk's Office	978-623-8255
Fishing & Hunting License	Town Clerk's Office	978-623-8255
Food Service License	Health Division	978-623-8295
	or	
	Town Clerk's Office	978-623-8255
Liquor License (Annual or One-Day)	Town Clerk's Office	978-623-8255
Marriage License	Town Clerk's Office	978-623-8255
Open Air Burning Permit	Fire Department	978-623-8466
Smoke Detector Permit	Fire Department	978-623-8466
Street Opening Permit	Dept. of Public Works	978-623-8350
Town House Rental	Facilities Coordinator at Town House	978-623-6450
Zoning By-law Variance	Building Division	978-623-8301
	or	
	Board of Appeals Office	978-623-8315

HOW TO REACH YOUR ELECTED OFFICIALS

United States Senators:

The Honorable Edward M. Kennedy (D)
2400 John F. Kennedy Federal Building, Boston, MA 02203
617-565-3170
315 Russell Senate Office Building, Washington, DC 20510
202-224-4543

The Honorable John F. Kerry (D)
One Bowdoin Square, 10th Floor, Boston, MA 02114
617-565-8519
421 Russell Senate Office Building, Washington, DC 20510
202-224-2742

United States Representative:

Honorable Martin T. Meehan (D)
Fifth Congressional District
11 Kearney Square, Lowell, MA 01852
978-459-0101
24434 Rayburn House Office Building, Washington, DC 20515
202-225-3411

State Senator:

Susan C. Tucker (D)
Second Essex & Middlesex District
6 Farrwood Drive, Andover, MA 01810
State House, Room 424, Boston, MA 02133
617-722-1612

State Representatives:

Barry R. Finegold (D)
Seventeenth Essex District
16 Balmoral Street, Andover, MA 01810
State House, Room 436, Boston, MA 02133
617-722-2240

David M. Nangle (D)
Eighteenth Middlesex District
43 Crowley Street, Lowell, MA 01852
State House, Room 437, Boston, MA 02133
617-722-2960

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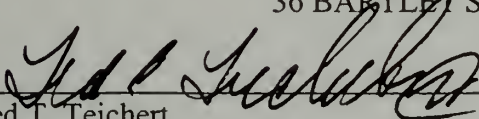
WE WOULD LIKE TO HEAR FROM YOU

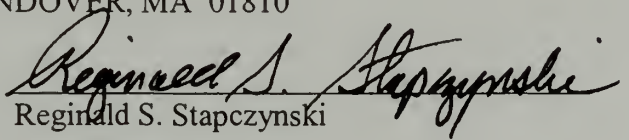
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The Board of Selectmen and Town Manager welcome your ideas and comments about our municipal services and policies or any general comments you may have about the Town of Andover. Please let us know what you think on this survey and return it to:

TOWN MANAGER'S OFFICE
TOWN OFFICES

36 BARTLET STREET, ANDOVER, MA 01810


Ted T. Teichert
Chairman, Board of Selectmen


Reginald S. Stapczynski
Town Manager

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Tell us one thing that you really like that the Town does.

Tell us one thing that you would like to see improved upon.

Name and Address (Optional)

